

# Human Resources

## Diversity and Inclusion

401-3,405-1,405-2

### Our Basic Approach and Strategy

In accordance with the Unicharm Group Charter of Actions, we aim to be a company where diverse individuals acknowledge and respect each other's various differences in nationality, race, religion, gender, sexual orientation, age, ancestry, and disability, and are able to demonstrate and utilize their individuality and abilities to the fullest.

### Management Structure

Under the direction of the executive officer in charge of human resources, our diversity and inclusion initiatives are conducted in cooperation by the Global Human Resources & Administration Division and persons in charge of human resource strategies in each functional division, business division, and subsidiary. Persons in charge of human resource strategies come from various backgrounds, and we believe diversity and inclusion in our workplace is improved by creating an environment in which diverse human resources can demonstrate their abilities appropriately. Plans for these initiatives are approved through regular reports to management, including directors and executive officers, and their status of implementation and effectiveness are reported regularly to management.

### Indicators and Targets

#### ► Kyo-sei Life Vision 2030: Unicharm Principles

Indicators	Fiscal 2022 Result	Fiscal 2023 Result	Fiscal 2024 Result	2030 Target
Percentage of female managers driven by the provision of various opportunities for women	23.2%	24.7%	25.5%	30% or more

### Initiatives and Results

#### Promotion of Women's Empowerment

At Unicharm, we are working to establish a workplace environment and a human resource system that enables all employees regardless of gender or life stage to constantly play an active role. We are also strengthening our efforts to promote women's advancement, such as holding networking events for young employees.

In fiscal 2021, we launched our Room L+ mentorship system as a way to help female employees build networks and dispel or eliminate career and lifestyle-related concerns through mentoring and roundtable discussions. We then established Maternity Leave Room L+, providing a venue to exchange information based on type of profession and fostering a sense of security for those who have returned to work from maternity or childcare leave. In fiscal 2024, we collaborated with other companies and held interviews with mentors to help broaden the perspectives of participants by creating opportunities for mentees to connect with not only other mentees but also senior employees and employees of other companies. As a result, the employee

satisfaction rate for our mentoring activities was 4.92 out of 5.0, surpassing that of the previous year.

Furthermore, in fiscal 2022, we introduced our Empowerment System, in which we provide individual support to women who are candidates for division head positions and for executive positions. In this program, executive officer candidates participate in one-on-one monthly interviews with executive officers who are not in charge of personnel development (immediate supervisors) for a period of one year. A total of 13 female leaders participated in this program in fiscal 2024, which in addition to the aforementioned one-on-one interviews, consisted of exchange meetings and social gatherings for all mentors and mentees, a lecture held by a female outside director, and an event to celebrate our accomplishments. The satisfaction rate of participants was 4.96 out of 5.0 for the program itself and 4.92 out of 5.0 for on-on-one interviews. As a result of such efforts, women hold 25.5% (17.7% in Japan, 30.9% overseas) of our management positions as of December 31, 2024.

	Fiscal 2022 Results	Fiscal 2023 Results	Fiscal 2024 Results	Fiscal 2025 Targets	Coverage
Percentage of female employees (%)	35.8	36.4	36.8	—	Unicharm Group
Percentage of female managers (%)	23.2	24.7	25.5	—*	
Percentage of female executive officers (%)	3.4	3.6	3.4	6.0	
No. of female executives (Japan)	2	2	2	3	
No. of female executives (overseas)	12	10	10	—	

\* 30% or more in 2030

## Female Leader Development Program (Indonesia, India)

Unicharm's local subsidiary in Indonesia held the Female Leadership Forum, a program aimed at fostering the motivation of female employees to develop into leaders. The program consisted of a session in which female executives discussed their own experiences as well as a lecture by an external instructor on balancing work and family life, stress management, and self-care.

Meanwhile, Unicharm's local subsidiary in India conducts a female leader development program called Break the Glass Ceiling and Power Through. It aims to foster a growth mindset by addressing the real-life challenges that women encounter, discussing ways to overcome them, and breaking down the barriers they face. A total of 47 female employees from various departments participated in this program in fiscal 2024, which was conducted both on-site and online.

In support of the aims of the Women's Empowerment Principles, Unicharm has signed a statement to act in accordance and is strengthening efforts to promote the advancement of women across the Group, such as becoming a member of 30% Club Japan to promote diversity initiatives and increase the percentage of women on corporate boards. In October 2024, as part of an exchange meeting for companies participating in 30% Club Japan, a dialogue was held between the president of Unicharm Corporation and female executive candidates from participating companies.

In support of

**WOMEN'S  
EMPOWERMENT  
PRINCIPLES**  
Established by UN Women and the  
JN Global Compact Office



## Certified as Himeboss Declaration Business by Ehime Prefecture

Unicharm has been certified as a Himeboss Declaration Business by Ehime Prefecture, a program in which Ehime Prefecture certifies businesses that are dedicated to promoting women's advancement and the balance of work and family life. This certification was in recognition of our commitment to increase the ratio of women in management positions and promote the participation of male employees in childcare.

## Hiring Employees of Diverse Nationalities and Promoting Them to Management Positions — 202-2

At our Group subsidiaries around the world, executive and management positions are primarily held by those hired locally in their respective countries and regions. Meanwhile, in Japan we also hire and promote employees to managerial roles regardless of nationality or race. In these ways, we strive to create a system and foster a corporate culture in which all employees across the Group can engage and flourish.

	Fiscal 2022 Result	Fiscal 2023 Result	Fiscal 2024 Result	Fiscal 2025 Target	2030 Target	Coverage
Percentage of locally hired employees in management positions (general manager and above) at overseas subsidiaries (%)	52.2	52.3	58.7	—*	80	Unicharm Group's overseas subsidiaries

\* Numerical targets are not established as diversity is currently being met.

## Hiring Experienced Personnel and Promoting Them to Management Positions

We actively recruit individuals who are experts in their field with a wealth of experience and skills. Employees who join the Company as experienced professionals are actively promoted to management positions upon determining their respective abilities and aptitude. We also promote the rehiring of employees who have left the Company for family or other reasons.

	Fiscal 2022 Results	Fiscal 2023 Results	Fiscal 2024 Results	Fiscal 2025 Target	Coverage
No. of mid-career hires	43	43	65	58	Full-time employees of Unicharm Corporation
Percentage of mid-career hires in management positions (%)	29.1	33.5	38.1	40.0	

## Creating a Workplace for People of All Life Stages

We have introduced the Re-Create System, in which employees in their 50s can apply for transfer to other departments by reflecting on their career to date and identifying what they would like to do, what they can do, and what they must do going forward.

Moreover, Unicharm has developed an environment where employees who have reached retirement age can make full use of their abilities in order to pass on their skills and expertise to the next generation. Those who wish to continue working can remain employed as "professional staff." Compensation is determined in accordance with the roles and responsibilities of their position, in which they can draw on their past experiences and existing skills and knowledge while making the most of newly acquired skills and knowledge, ensuring that their compensation appropriately reflects the nature of their position. When determining the compensation of professional staff, we also refer to market assessments of their potential abilities. Also, the hiring of retirement-age personnel does not have any impact on our recruitment of young employees.

	Fiscal 2022 Results	Fiscal 2023 Results	Fiscal 2024 Results	Fiscal 2025 Target	Coverage
Rehiring rate of retired employees (%)	92.9	86.2	88.4	85 or more	Unicharm Corporation
Hiring rate of retired employees seeking reemployment (%)	100	100	100	100	

## Expanding Our Recruitment of People with Disabilities

Unicharm actively employs highly motivated individuals regardless of disability and aims to create a workplace where they can demonstrate their abilities and achieve continuous growth. Specifically, we have set appropriate goals in accordance with the respective abilities and desires of employees while establishing a corporate cultural environment that emphasizes team accomplishments by helping one another succeed through the provision of appropriate guidance and advice on a weekly basis.

In fiscal 2023, a nationally certified anma massage therapist with a visual impairment was hired for our new massage room at Unicharm headquarters. In fiscal 2024, we introduced Room C, an internal network that provides a community for employees with disabilities to establish contacts across departments and an environment in which members can freely exchange information and interact during lunch breaks.

We strive to provide an appropriate workplace environment where each individual can demonstrate their talents in accordance with the characteristics of their disability, such as by installing elevator and handrails, enabling free and safe mobility by removing obstacles, and giving due regard to providing work instructions by means of email or chat.

Moreover, at Unicharm's satellite office in Mito City, Ibaraki Prefecture, employees with disabilities are engaged in scanning, invoice processing, and other duties.

	Fiscal 2022 Results	Fiscal 2023 Results	Fiscal 2024 Results	Fiscal 2025 Target	Coverage
Average annual employment rate of people with disabilities (%)	2.1	2.2	2.4	2.5	Unicharm Corporation

## Expansion of Regional Employment Through Respect for Different Cultures and Religions

Unicharm helps expand employment in the various countries and regions in which it operates through its business activities. By providing employment opportunities and respecting the characteristics and cultures of these countries and regions, we uncover promising individuals.

In Saudi Arabia, women are prohibited from mixed-gender interactions outside of their families due to cultural and religious reasons, which limit their employment opportunities. In light of such circumstances and out of respect for the local culture, in 2012 Unicharm established a factory that allows women to work in a same-gender environment. Today, due in part to the easing of various restrictions, a number of women are taking on significant roles not only at the factory but also as members of the promotion and product development departments.



### Best Workplace Recognition at D&I AWARD 2024

Following its honor in 2023, Unicharm was recognized once again by JobRainbow Co., Ltd. as a "Best Workplace" at D&I AWARD 2024, Japan's largest award for companies that excel in diversity and inclusion initiatives. This year's award was in recognition of its high level of commitment to diversity and inclusion (D&I) in both Japan and overseas, the efforts of each employee to actively promote D&I and foster a corporate culture of D&I, and the fact that our D&I philosophy is reflected in all aspects of our business activities and organization and that this impact has been noticed outside the Company.



In May 2021, Unicharm became a member of The Valuable 500, an international initiative that promotes the active participation of people with disabilities, and continues to strengthen its efforts in this area.



## Respect for Sexual Orientation

At Unicharm, we respect all sexual orientations and gender identities, and strive to provide a workplace environment where employees can work to their potential. In fiscal 2022, we reviewed our Harassment Prevention Regulations and added a provision on sexual orientation and gender identity to these regulations. In addition, we conduct e-learning and level-specific training to promote awareness and deepen understanding of sexual minorities.

As part of diversity and inclusion training, in November 2023, we held a workshop for all Unicharm employees to promote awareness of unconscious bias. Participants learned about unconscious bias and how to manage it effectively in the workplace by doing case studies, watching videos, and engaging in group discussions. In fiscal 2024, an advanced version of this workshop was held to further deepen understanding of unconscious bias and enable participants to put their knowledge into practice. Both workshops in fiscal 2023 and fiscal 2024 were attended by all Unicharm employees. Furthermore, we introduced a same-sex partnership system to enable sexual minorities to receive the same benefits as opposite-sex couples.

By continuing to educate and raise awareness through such initiatives, Unicharm is working to foster a workplace culture in which each individual respects one another and can take pride in their diversity.

In December 2022, Unicharm was registered as a Tokyo Metropolitan Government Barrier-Free Support Company for its efforts to foster awareness among employees and society about the importance of equal participation and being free from preconceptions.



## System for Determining Fair Compensation 202-1

Unicharm has a system in place to determine employee compensation in a fair manner, ensuring that the compensation of employees with the same qualifications and duties does not differ based on gender. The average wage of female employees is lower than that of male employees due to a couple of factors: the ratio of women in management positions and the difference in years of service. To resolve these issues, we are taking measures to support women's career development and promote more women to leadership positions. We will continuously strive to achieve gender equality by setting concrete goals and disclosing our progress regularly.

### ► Wages of Female Employees as a Ratio of Male Employees\*

	Fiscal 2022 Results	Fiscal 2023 Results	Fiscal 2024 Results	Coverage
Starting base salaries (%)	100	100	100	Full-time employees of Unicharm Corporation
Base salaries (%)	81.3	77.5	80.6	
Total remuneration amount (%)	71.9	73.0	75.2	

\* Calculated based on the provisions of the Act on Promotion of Women's Participation and Advancement in the Workplace (Act No. 64 of 2015)

## Support for Balancing Work and Childcare

Unicharm offers a variety of support programs (Moony Childcare Support System) to provide a workplace environment that is conducive to balancing work and childcare.

### • Moony Maternity Leave

Employees may take up to six weeks of paid leave before childbirth (14 weeks for multiple pregnancy) and up to eight weeks of paid leave after childbirth.

### • Moony Childcare Leave

Employees may take childcare leave until the arrival of their child's second birthday. Those with paid vacation days remaining at the start of this leave may use up to 15 of those days as part of this leave. While employees do not receive salary during the period of the leave, they are provided childcare benefits from unemployment insurance. Male employees may take this leave from their partner's pregnancy.

### • Moony Childcare Involvement Leave

Male employees may take up to five days of this special paid leave within eight weeks of the birth of their child.

### • Postpartum Paternity Leave

Male employees may take up to four weeks of this childcare leave within eight weeks of the birth of their child.

### • Moony Shortened Work Hours for Childcare

Employees with children up to the age of third-year elementary school who have returned to work from childcare leave may reduce their work hours to as few as five hours per day.

### • Covering the Cost of Hands-Free Commute

The Company covers the cost of this disposable diaper subscription service for childcare facilities when used by employees.

**P.66** Hands-Free Commute: A Subscription-Based Model for Disposable Diapers

## ► Moony Childcare Support System

	Fiscal 2022 Results	Fiscal 2023 Results	Fiscal 2024 Results	Fiscal 2025 Targets	Coverage
No. of employees taking Moony Childcare Leave	128	140	139	—	Unicharm Corporation and Unicharm Products Co., Ltd.
Percentage of employees taking Moony Childcare Leave (%)	95.8	96.1	100	100	
Percentage of male employees taking Moony Childcare Leave (%)	94.7	100	100	100	
Percentage of employees taking Moony Childcare Involvement Leave (%)	93.2	83.7	88.0	100	Unicharm Corporation

Unicharm Corporation endorses the declaration made by Work-Life Balance Co., Ltd. to have all eligible male employees take paternity leave.



► Programs to Support Diverse Work-Styles: Case Study from Unicharm Corporation

System	Target	Summary
Moony Maternity Leave	Employees expecting the birth of their child	Can take up to six weeks of paid leave before childbirth (14 weeks for multiple pregnancy) and up to eight weeks of paid leave after childbirth
Moony Childcare Leave	Employees with children under two years old	Can take up to two years of leave until the day before their child's second birthday
Moony Childcare Involvement Leave	Male employees of Unicharm Corporation who have children up to eight weeks old	Can take up to five days of leave within eight weeks of the birth of their child
Postpartum Paternity Leave	Male employees of Unicharm Corporation with children under eight weeks old	Can take up to four weeks of leave within eight weeks of the birth of their child
Moony Shortened Work Hours for Childcare	Employees who have children up to the third-year of elementary school	Can shorten work hours to five hours a day
Covering the Cost of Hands-Free Commute	Employees using childcare facilities	The Company fully covers the cost of <i>Hands-Free Commute</i> (disposable diaper subscription service for childcare facilities) when used by employees
Moony Birth Support Leave Program	Employees who undergo fertility treatment	Can take up to one year of leave for advanced fertility treatment
Egg Freezing and Storage Service	Employees and family members who wish to enroll (up to second degree of kinship)	Can use benefit coupon codes for discounts on the use of frozen egg storage services at medical institutions that are affiliated with external regenerative medicine-related businesses
Lifree Nursing Care Leave	Employees who have family members in need of continuous nursing care for more than two weeks as a result of injury, sickness, or physical or mental disorder	Can take, upon application, up to five days of leave per year for each family member requiring nursing care
Lifree Flexible Work Program	Employees with family members in need of long-term nursing care for more than one month as a result of injury, sickness, or physical or mental disorder, or on the Committee for the Inquest of Prosecution	Can apply for the option to work completely from home without the need to come to the workplace or to work fewer days (three or four days per week) to care for family members in need of nursing care
Sofy Leave	All female employees	Can take days off during menstruation when working may be difficult; bearing our brand name, we are working to promote awareness of this system within the organization and foster a culture that encourages employees to take such leave
Remembering Our Beloved Pets Leave	Employees with a pet (dog or cat) at home	Can take one day of special leave upon the passing of a pet (dog or cat)
Anniversary Leave	All employees	Can take paid leave for anniversaries and other planned holidays (four days per six months/eight days per year)
Civic Duties Leave System	Those selected to serve as a citizen judge or on the Committee for the Inquest of Prosecution	Can take, upon application, the required number of days of leave to appear in court as a citizen judge
Bone Marrow Donor System	Employees who wish to donate bone marrow	Can take, upon application, up to seven business days of leave per donation of bone marrow for procedures required to donate to a patient in Japan (excluding donor registrations)
Flextime System	All employees (with the exception of certain positions)	A flextime system without core hours that enables employees to work efficiently while maintaining the right balance between their work and personal lives by deciding their own work hours, including start and finish times
Remote Work Program	All employees (excludes positions for which remote work is not feasible)	Can work from home or any other environment where employees can easily concentrate on work up to twice a week, in principle
Second Job System	All employees	Can work a side job toward the advancement of skills or personal development, provided that the roles will not impede their primary work (applicable only to off-business hours and holidays)
Career Recovery System	Employees who were full-time at the time of retirement	Can be reemployed within a five-year period from the time of their resignation, dependent on mutual agreement between the former employee and the Company