

# Human Resources

## Employee Health

403-6,403-10

### Our Basic Approach and Strategy

At Unicharm, we believe that maintaining the physical and mental well-being of our employees is essential to enabling them to work with passion and make the most of their abilities. Accordingly, we established the Health Management Declaration in April 2007, and promote health management across the Group to enhance the health literacy of all employees based on the principle of “protecting our health on our own.” Unicharm has also been a member of the Health Management Alliance since fiscal 2023 in pursuit of a healthy society. By promoting collaborative health\* between companies and health insurance associations, we make every effort to ensure that employees are healthy and able to perform at their very best, spurring the growth of both employees and the Company. Furthermore, the Health Management Declaration is revised as appropriate.

\* In which insurers, such as health insurance associations, and businesses actively work together, clarifying their respective roles and creating a positive working environment, to effectively and efficiently protect and promote the health of insured parties (employees and their families)

[web Health Management Alliance \(in Japanese only\)](https://kenkokeiei-alliance.com/)  
<https://kenkokeiei-alliance.com/>

### Basic Policy

1. Employees give priority to primary prevention and strive to improve lifestyle habits based on the principle of “protecting our health on our own.”
2. The Company provides a safe and comfortable environment so that employees can enjoy a fulfilling workplace and fully exercise their abilities.
3. The Human Resources Division properly uses and manages personal information such as medical examination results and promotes health management with collaborators inside and outside the Company.

### Health Management Declaration

Unicharm is committed to resolving environmental and social issues in the aim to realize a cohesive society. Resolving such issues entails diverse and vibrant employees who can demonstrate their potential to the fullest and therefore, the health of each employee is of utmost importance.

In addition, Unicharm's three aspects of wealth (aspirational wealth, economic wealth, and wealth of mind and body) are positioned as a common goal for all employees. We believe that fulfilling one's professional and personal dreams is only possible by maintaining good mental and physical health, that this fulfillment will lead to the happiness of employees, enabling the Company to maintain and improve productivity, and that employees and the Company can share in the health of one another.

Unicharm is strengthening existing measures to maintain and improve health and promoting health management as part of its human resource strategy to enable employees to work vigorously and in good health while creating added value. We vow to strategically maintain and promote the mental and physical health of employees with the conviction that their health is our most important management resource in realizing a society where individuality is respected and everyone supports one another.

Takahisa Takahara  
President & CEO  
Unicharm Corporation

### Health Management Action Policy

1. Improve the health literacy of employees and contribute to the creation of healthy workplaces as a group of professionals who support the health of employees
2. Enhance individual performance by bringing smiles to the faces of employees and increasing the number of employees who are physically and mentally healthy
3. Raise health awareness by supporting self-care activities casually but rigorously based on the principle of “protecting our health on our own”

### Management Structure

Under the direction of the president & CEO, the Iki-Iki Health Promotion Office, established within the Global Human Resources & Administration Division, takes the lead in reporting on matters related to employee health promotion regularly to management and planning and implementing measures upon approval. We also work with industrial physicians, public health nurses, and other experts to constantly ensure the physical and mental well-being of employees.

### Indicators and Targets

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

Indicator	Fiscal 2022 Result	Fiscal 2023 Result	Fiscal 2024 Result	2030 Target
Reduction in the percentage of employees on leave for mental or physical health reasons by improving the workplace environment so that employees can work with peace of mind and maintain mental and physical health	7 employees (Japan)	9 employees (Japan)	13 employees (Japan)	Reduced by half (compared with fiscal 2020)

## Initiatives and Results

### Creating Vibrant and Healthy Working Environments

Aiming to reduce the working hours of employees while improving their productivity, we at Unicharm are promoting workstyle reform by adjusting the mindsets and the tasks of each employee. Specifically, the Company has introduced a remote work system that allows employees to work from home and a flextime system (without set core work hours) that allows them to choose when to work so that they can flexibly adjust their workstyle according to life events. We are also striving to improve working environments by considering ways of taking time off from work, allowing employees to refresh their mind and body by delineating work and non-work times, such as by prohibiting phone calls and emails between supervisors, colleagues, and subordinates on days off.

	Fiscal 2022 Result	Fiscal 2023 Result	Fiscal 2024 Result	Coverage
Percentage of employees utilizing the remote work system (%)	57.0	52.0	48.0	Unicharm Corporation

### Encouraging the Taking of Paid Leave

At Unicharm Corporation, we encourage employees to take at least five days of paid leave per year, including four days every six months as anniversary leave in which planned paid leave can be taken for anniversaries, etc.

	Fiscal 2022 Result	Fiscal 2023 Result	Fiscal 2024 Result	Fiscal 2025 Target	Coverage
Percentage of paid leave taken (%)	61.8	71.2	70.0	75.0	Unicharm Corporation

### Appropriate Management of Working Hours

Unicharm Corporation monitors working hours through log records on employee computers. We ensure employees are able to rest between workdays through initiatives such as the Work Interval Program, which requires employees to take at least 12 hours in principle and 10 hours at minimum between the end of a workday and the start of the next workday. We have also introduced monthly no-overtime days and premium Fridays to encourage employees to leave the office on time.

	Fiscal 2022 Result	Fiscal 2023 Result	Fiscal 2024 Result	Fiscal 2025 Target	Coverage
Total working hours per employee	2,000.2	1,966.6	1,957.4	Less than 2,000 hours	Unicharm Corporation

### Annual Health Checkups

To help maintain the physical and mental well-being of its employees, Unicharm Corporation conducts regular health checkups for required examination items, as well as offering cancer screenings, pulmonary function tests, abdominal ultrasounds, and fundus and intraocular pressure tests for examination items recommended by the Japanese government. We have maintained a 100% uptake rate since fiscal 2009.

Employees required to undergo further examination as a result of the health checkup receive guidance from an industrial physician to detect and treat conditions as early as possible. Moreover, since fiscal 2020 we have digitized the results of health checkups and analyze them to provide educational activities and health management support that cater to the specific needs of each employee.

	Fiscal 2022 Result	Fiscal 2023 Result	Fiscal 2024 Result	Coverage
Percentage of employees receiving health checkups (%)	100	100	100	Unicharm Corporation

### Women's Health

As an early prevention measure for breast and cervical cancer, Unicharm Corporation offers breast and gynecological exams to all female employees, regardless of age, which is paid for by the Company. In addition, our menstrual leave system "Sofy Leave" bears the brand name of our sanitary pads, to promote internal awareness and foster a culture that encourages employees to take such leave.

Continuing from 2023, in conjunction with World Menopause Day on October 18, Unicharm again provided educational programs on menopause. The curriculum also focuses on male menopause, providing a checklist to participants to facilitate early detection and diagnosis. By having all employees regardless of age or gender gain some basic knowledge on menopause, Unicharm aims to create an even more understanding and respectful workplace.

Moreover, to promote diverse career and life paths, in fiscal 2024 we began subsidizing the cost of egg freezing and storage services, an option for women to continue working with peace of mind. We also conduct webinars to facilitate proper understanding of both mind and body, expanding the range of career and life choices for all genders and enabling them to continuously enhance their performance with peace of mind and without regrets.

	Fiscal 2023 Result	Fiscal 2024 Result	Coverage
No. of participants in menopause program	2,150	2,142	Unicharm Corporation

**P.105** Pink Ribbon Activities (Health)

### Unicharm Receives Women's Health Management Award

Unicharm Corporation received the Promotion Award at the Women's Health Management Awards 2024, organized by the Women's Healthcare Awareness & Menopause Network Society. We were recognized for the uniqueness and effectiveness of our e-learning seminars on menopause education for all employees as well as our continuous support for employees who responded in a questionnaire that they were experiencing menopausal symptoms.

## Women's Health Awareness Talk (Malaysia)

In conjunction with World Health Day on April 7, Unicharm's local subsidiary in Malaysia partnered with the Lions Club of Kuala Lumpur Bukit Kiara to host Women's Health Awareness Talk, which was attended by 130 women from Unicharm Malaysia, including employees from factories and sales divisions. A renowned naturopathic physician delivered a lecture titled "The Women's Womb: Why do women get reproductive ill-health," in which she discussed the importance of maintaining a healthy womb from the perspective of naturopathic medicine.

## Ensuring the Well-Being of Older Employees

Unicharm Corporation holds training sessions on themes specific to older employees upon reentry to the workforce, such as fall prevention (exercise and nutrition to maintain muscle strength), sleep, mental health, and early cancer detection, with the aim to ensure that employees continue to lead long and healthy lives after retirement. We also encourage all employees to undergo physical fitness tests and body composition measurement tests.

## Promotion of a Smoke-Free Environment

Unicharm Corporation gradually began implementing a smoking ban in fiscal 2013 and has completely banned smoking at all of its business sites since fiscal 2016. During work hours, employees are prohibited from smoking even outside of Company premises, such as during sales activities and remote work. In introducing this smoke-free policy, we posted relevant information on popup displays of our Company intranet to enhance awareness. Also, each year, we provide information on smoking cessation in honor of World No Tobacco Day through our monthly internal newsletter to promote health awareness and our in-house digital signage. We have also introduced a support program provided by the health insurance association as part of our ongoing efforts to ban smoking.

## Promotion of Exercise

Unicharm holds radio calisthenics each weekday morning at 8 a.m. to enable employees to continuously exercise in a relaxing and fun environment. Employees working from home or other remote location also participate in these exercises online. We also strongly encourage employees to use the stairs when moving from floor to floor within the office to maintain their physical strength and prevent deterioration in their physical fitness.

To help refresh the minds and bodies of employees during break times at work, enhance productivity, and improve health awareness, Unicharm Corporation offers massages by anma therapists and one-on-one stretching programs by outside trainers at its head office. In addition, body composition measurement tests and physical fitness tests are provided to measure health and fitness levels. In recognition of these and other efforts, Unicharm Corporation was selected as a White 500 company under the Certified Health & Productivity Management Outstanding Organizations Recognition Program for the second consecutive year.



	Fiscal 2022 Results	Fiscal 2023 Results	Fiscal 2024 Results	Coverage
No. of participants in body composition measurement tests	116	235	306	Unicharm Corporation
No. of massage room users	—	253	782	
No. of participants in one-on-one stretching program	—	338	342	

Unicharm Corporation is a supporter of the Sport in Life Project, which aims to make sports a part of daily life, and is a member of the Sport in Life Consortium. We were also recognized as a Sports Yell Company 2025+ by the Japan Sports Agency and as a Tokyo Sports Promotion Company by the Tokyo Metropolitan Government in 2024 for our efforts to actively support and promote sports activities to improve the health of employees.



## Walkathon (Taiwan–Greater China)

Since fiscal 2022, Unicharm's local subsidiary in Taiwan–Greater China has been conducting a walkathon biannually to promote employee health. In this program, participants are awarded one point for walking at least 8,000 steps per day. Employees use an exclusive app to set targets and manage the results of their step counts. Those who earn 72 or more points during the program or reach one million steps in total are awarded prizes as a way to encourage employees to exercise regularly. A total of 125 employees took part in the 4th Walkathon held from April to June 2024.

P.49 Sapling Donations (Taiwan–Greater China)

## SOCISO Activ@Work Challenge 2024 (Malaysia)

Unicharm's local subsidiary in Malaysia held the SOCISO Activ@Work Challenge 2024, an internal challenge aimed at developing healthy lifestyles. For the three-month period from July to September, 120 participants competed to achieve the highest number of steps. The challenge is divided into two categories: individual and divisional. In the individual category, the employee with the highest number of steps is determined the winner, while in the divisional category, this acknowledgment goes to the division with the highest average number of steps among all its employees. Recognizing the importance of maintaining an active lifestyle for their health and well-being, the employees who participated have remained committed to walking even after the event.

## Walk & Run Event (Thailand)

With the aim of promoting employee health, in November 2024 Unicharm's local subsidiary in Thailand held a Walk & Run event in which 109 employees participated for a combined total distance of 4,092 kilometers.

## Measures Against Infectious Diseases

To ensure the safety of employees, their families, and business partners, Unicharm Corporation has established the Unicharm Infectious Disease Guidelines, based on which it is taking measures to prevent infectious diseases. To enable as many employees as possible to receive flu vaccinations, Unicharm partially covers the cost of and holds in-house clinics for vaccination. For employees assigned or traveling to overseas bases, we provide information on infectious diseases such as COVID-19, HIV/AIDS, tuberculosis, malaria, and hepatitis through the overseas support information on our Company intranet. Meanwhile, in Malaysia, Singapore, Thailand, and Vietnam where the spread of dengue fever is a concern, we introduced *MamyPoko ANTIMOS Pants*, an anti-mosquito disposable diaper, and offer an educational program through this product's website. In Brazil and Vietnam, we sell wet sheet-type insect repellent wipes that are designed to repel mosquitoes.

 **MamyPoko ANTIMOS Pants website**  
<https://mamypokoagainstdengue.com/>

**P.106** Educational Activities Regarding Dengue Fever (Health)

## Participation in Conference for Tuberculosis Prevention in the Workplace (Indonesia)

In November 2022, Unicharm's local subsidiary in Indonesia took part in a conference hosted by the Ministry of Health of the Republic of Indonesia aimed at preventing tuberculosis in the workplace. The conference aims to promote early detection of tuberculosis in order to achieve the Indonesian government's goal of eliminating tuberculosis by 2030. To help achieve this goal, in July 2022 our Indonesian subsidiary launched a program to eliminate tuberculosis in the workplace through the support of the country's Ministry of Health and Otsuka Pharmaceutical Co., Ltd. In fiscal 2024, the program continued to provide online consultation, medication, and other forms of support to those infected with tuberculosis. In May 2024, we were recognized for our efforts to tackle tuberculosis in the workplace at an event organized by Indonesia's Ministry of Health to commemorate World Tuberculosis Day (March 24).

## Mental Health Measures

At Unicharm Corporation, we educate employees on the importance of stress checks and the proper ways to make use of such results to encourage more employees to undergo these checks as a preventive measure against mental health illness. We also provide training programs on ways to maintain mental health and well-being, which is attended by all of our employees each year.

	Fiscal 2022 Results	Fiscal 2023 Results	Fiscal 2024 Results	Coverage
Percentage of employees who underwent stress checks (%)	98.2	99.5	100	Unicharm Corporation
No. of employees who participated in mental health training	1,934	1,944	2,126	
No. of employees on mental health leave	7	9	13	

## Back-to-Work Support Program

To ensure a seamless return to work even after a long-term leave due to illness, Unicharm Corporation provides individual support through consultations with an industrial physician or a public health nurse based on its Back-to-Work Support Program. We also have a support program in place for employees to receive consultations from external counselors.

## Presenteeism and Absenteeism

Presenteeism is a state in which one's performance declines due to headache, backache, anxiety, hay fever, or other conditions, despite being able to continue with one's work. Unicharm Corporation regularly measures the degree and causes of presenteeism using the Single-Item Presenteeism Question (SPQ) developed by the University of Tokyo. Meanwhile, absenteeism is when one is absent from work due to health issues. The number of sick days due to employee illness or injury is calculated using a formula ( $\text{Total number of sick leave days including weekends and holidays} \div (\text{Number of employees} \times 365) \times 100$ ) and monitored over time, along with the causes of these absences. This and other relevant information is used to formulate health measures and promote the health of employees.

	Fiscal 2022 Result	Fiscal 2023 Result	Fiscal 2024 Result	Coverage
Presenteeism (%)	14.3	15.2	14.0	Unicharm Corporation
Absenteeism (%)	0.493	0.733	0.782	