

Social Data

2-7,401-1,401-3,403-9,403-10,404-1,404-3,405-1,405-2

Customer Satisfaction

► Customer Satisfaction

	2022	2023	2024	Coverage
Customer satisfaction level (%)	87.9	91.8	89.8	Unicharm Corporation

Human Rights

► Number of Audits and Evaluations of Unicharm Group Factories

		2022	2023	2024	Coverage
No. of audits		6	4	9	Unicharm Group
No. of issues identified	Business Critical	0	0	0	
	Critical	13	10	23	
	Major	86	19	30	
	Minor	36	14	19	
Total		135	43	72	

Quality

► The Unicharm Group's ISO Certifications (As of December 31, 2024)

Name of Certified Group Company	ISO 9001	ISO 14001	ISO 13485	ISO 45001
Unicharm Corporation and Unicharm Products Co., Ltd.	○	○	○*	
Unicharm Kokko Nonwoven Co., Ltd.	○	○	—	○
Cosmotec Corporation	○		—	
UNITED CHARM COMPANY LTD.	○	○	—	○
Uni.Charm (Thailand) Co., Ltd.	○	○	○	○
PT UNI-CHARM INDONESIA TBK (Factory 1)	○	○	○	
PT UNI-CHARM INDONESIA TBK (Factory 2)	○	○	○	
PT UNI-CHARM INDONESIA TBK (Factory 3)	○	○	○	
Unicharm Consumer Products (China) Co., Ltd.	○	○	—	
Unicharm Consumer Products (Jiangsu) Co., Ltd.	○	○	—	○
Unicharm Consumer Products (Tianjin) Co., Ltd.	○	○	—	○
Unicharm Gulf Hygienic Industries Ltd.	○	○	—	○
LG Unicharm Co., Ltd.	○	○	—	
Unicharm India Private Limited	○	○	—	
Unicharm Australasia Pty Ltd	○		—	
Unicharm Middle East & North Africa Hygienic Industries S.A.E.	○	○	—	○
UNICHARM DO BRASIL INDÚSTRIA E COMÉRCIO DE PRODUTOS DE HIGIENE LTDA.	○	○	—	
Diana Unicharm Joint Stock Company	○		—	
DSG International (Thailand) Public Company Limited	○	○	—	
UNI-CHARM MALAYSIA TRADING SDN. BHD.	○			

* ISO 13485 certification is applicable only to Unicharm Products Co., Ltd.
— : Not acquired

Human Resources

Human Resources Data

		2022	2023	2024	Coverage
No. of full-time employees	Male	10,397	10,312	10,411	Unicharm Group
		5,809	5,911	6,053	
		16,206	16,223	16,464	
	Japan	2,617	2,569	2,520	
		640	652	691	
		3,257	3,221	3,211	
	Overseas	7,780	7,743	7,891	
		5,169	5,259	5,362	
		12,949	13,002	13,253	
Percentage of full-time employees (%)	Male	59.0	60.5	59.5	
	Female	46.7	48.4	48.3	
	Total	53.9	55.5	54.8	
No. of contract employees	Male	7,238	6,725	7,072	
		6,639	6,295	6,486	
		13,877	13,020	13,558	
	Japan	843	829	891	
		676	595	649	
		1,519	1,424	1,540	
	Overseas	6,395	5,896	6,178	
		5,963	5,700	5,727	
		12,358	11,596	11,905	
Percentage of contract employees (%)	Male	41.0	39.5	40.5	
	Female	53.3	51.6	51.7	
	Total	46.1	44.5	45.2	
No. of managerial employees	Male	1,192	1,178	1,164	
		361	386	399	
		1,553	1,564	1,563	
	Japan	536	521	524	
		90	95	113	
		626	616	637	
	Overseas	656	657	640	
		271	291	286	
		927	948	926	

		2022	2023	2024	Coverage
Ratio of Japanese to overseas management employees (%)	Japan	40.3	39.4	40.8	Unicharm Group
	Overseas	59.7	60.6	59.2	

		2022	2023	2024	Coverage
Average age of employees	Male	42.8	41.4	42.3	Full-time employees of Unicharm Corporation
	Female	38.7	38.2	38.6	
	Total	41.9	40.6	41.3	
Average length of service (years)	Male	15.4	17.5	17.2	
	Female	12.2	12.6	11.8	
	Total	14.6	16.3	15.7	
Employee turnover rate (%)	Male	3.0	2.2	1.5	
	Female	5.0	3.4	1.5	
	Total	3.5	2.5	1.5	

		2022	2023	2024	Coverage
No. of new graduate hires	Male	25	43	39	Full-time employees of Unicharm Corporation
	Female	16	17	19	
	Total	41	60	58	
Turnover rate of employees with less than 3 years of service who started as new graduates (%)	Male	7.5	6.1	3.7	
	Female	3.6	5.3	0.0	
	Total	6.0	5.8	2.5	
Recruitment cost per employee (yen)		1,924,620	1,450,000	1,837,398	Unicharm Corporation
Starting salary of new graduate employees*: Master's degree (yen)		226,000	226,000	250,000	
Starting salary of new graduate employees*: Bachelor's degree (yen)		210,000	210,000	235,000	

* Adjustable Starting Salary System (starting salary increases by up to ¥15,000 for employees who have passed the Microsoft Office Specialist (MOS), TOEIC, marketing exams, or other certification programs prior to joining the Company)

Development and Utilization of Human Resources

▶ Programs for Realizing the Career Vision of Young Employees

	2022	2023	2024	Coverage
No. of employees participating in the in-house internship program	26	28	28	Unicharm Corporation
No. of employees participating in the career challenge internship program	26	25	25	

▶ Strengthening Employee Engagement Through Reading Session of Integrated Report

	2022	2023	2024	Coverage
Percentage of implementation of “Reading Session of Integrated Report” at scrum (%)	100	100	100	Unicharm Group

▶ Employee Survey

	2022	2023	2024	Coverage
Percentage of employees who responded to the employee awareness survey (%)	100	100	100	Unicharm Group
Percentage of positive answers received for the “Growth Through Work” section of the employee awareness survey (%)	89.2	88.7	90.1	
Average score on a five-point scale on the level of satisfaction section of the employee awareness survey	4.39	4.42	4.40	

▶ Time and Costs Allocated to Employee Skill Development Training

	2022	2023	2024	Coverage
Total training hours allocated to employee skill development training	49,824	50,503	68,067	Unicharm Corporation
Total training costs allocated to employee skill development training (thousand yen)	84,000	75,310	100,190	
Training days per employee	4.4	3.5	4.8	
Training hours per employee	35	28	38	
Training cost per employee (yen)	58,618	42,119	56,349	

▶ Second Job System

	2022	2023	2024	Coverage
No. of employees using the Second Job System	56	59	73	Unicharm Corporation

▶ Career Development Evaluations

	2022	2023	2024	Coverage
Percentage of employees who regularly receive assessment reviews for career development (%)	100	100	100	Unicharm Corporation

▶ Succession Plan

	2022	2023	2024	Coverage
Succession preparedness rate (%)	201.6	219.1	218.3	Unicharm Corporation employees
No. of employees participating in the Strategy Secretary to CEO program	6	6	6	Unicharm Group
Cumulative total of employees who have participated in the Strategy Secretary to CEO program	51	57	63	

Diversity and Inclusion

▶ Promotion of Women’s Empowerment

	2022	2023	2024	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	
No. of female executives (Japan)	2	2	2	
No. of female executives (overseas)	12	10	10	

▶ Hiring Employees of Diverse Nationalities and Promoting Them to Management Positions

	2022	2023	2024	Coverage
Percentage of locally hired employees in management positions (general manager and above) at overseas subsidiaries (%)	52.2	52.3	58.7	Unicharm Group's overseas subsidiaries

▶ Hiring Experienced Personnel and Promoting Them to Management Positions

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

► Creating a Workplace for People of All Life Stages

	2022	2023	2024	Coverage
Rehiring rate of retired employees (%)	92.9	86.2	88.4	Unicharm Corporation
Hiring rate of retired employees seeking reemployment (%)	100	100	100	

► Expanding Our Recruitment of People with Disabilities

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

► System for Determining Fair Compensation

	2022	2023	2024	Coverage
Starting base salaries (%)	100	100	100	Unicharm Corporation employees
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

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

Employee Health

► Creating Vibrant and Healthy Working Environments

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

► Encouraging the Taking of Paid Leave

	2022	2023	2024	Coverage
Percentage of paid leave taken (%)	61.8	71.2	70.0	Unicharm Corporation

► Appropriate Management of Working Hours

	2022	2023	2024	Coverage
Total working hours per employee	2,000.2	1,966.6	1,957.4	Unicharm Corporation

► Annual Health Checkups

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

► Women's Health

	2022	2023	2024	Coverage
No. of participants in menopause program	—	2,150	2,142	Unicharm Corporation

► Promotion of Exercise

	2022	2023	2024	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	

► Mental Health Measures

	2022	2023	2024	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	

► Presenteeism and Absenteeism

	2022	2023	2024	Coverage
Presenteeism* ¹ (%)	14.3	15.2	14.0	Unicharm Corporation
Absenteeism* ² (%)	0.493	0.733	0.782	

*1 Measured using Single-Item Presenteeism Question (SPQ) developed by the University of Tokyo

*2 Sick leave days rate = Total number of sick leave days including weekends and holidays ÷ (Number of employees × 365) × 100

Occupational Safety and Health

► Occupational Safety and Health

	Manufacturing Industry Average (Fiscal 2023)	2022	2023	2024	Coverage
No. of violations of the Industrial Safety and Health Act	—	0	0	0	Unicharm Corporation employees
No. of fatal workplace accidents	—	0	0	0	
No. of workplace accidents resulting in inability to work*1	—	0	0	0	
Workplace accident frequency rate*2	1.29	0.22	0.22	0.00	
Workplace accident severity rate*3	0.08	0.00	0.02	0.00	

*1 Workplace accidents resulting in inability to work: Permanent inability to work or undertake certain tasks

*2 Workplace accident frequency rate = Number of workplace accident occurrences ÷ Total number of working hours × 1 million hours

*3 Workplace accident severity rate = Number of lost working days ÷ Total working hours × 1,000 hours

► Occupational Safety and Health Education and Training

Targets	Details	2024	Coverage
Newly appointed leaders	Education on occupational safety and health, including leader training, as required by law	10	Unicharm Products Co., Ltd.
Employees prior to changing roles	Education and training on occupational safety and health	55	
New employees before assignment to their respective departments	General education including on occupational safety and health	20	

Supply Chain Management

► Human Rights Risk Assessment Results for Fiscal 2024

		Percentage of Suppliers Using the Sedex Platform (%)	Percentage of Suppliers Sharing Inherent Risk Score (%)	Percentage of Suppliers Sharing Site Characteristic Risk Score (%)	Coverage
Personal care products	Material suppliers	91.9	82.6	73.9	Unicharm Group
	Contract manufacturers	78.5	72.3	50.8	
Pet care products	Material suppliers	29.7	25.9	24.5	
	Contract manufacturers	68.8	68.9	56.3	
Total		68.5	61.8	54.0	

► Supplier Audits: Number of Audits and Evaluations

		2022	2023	2024	Coverage
No. of audits		31	26	79	Unicharm Group
No. of issues identified	Business Critical	1	1	0	
	Critical	41	32	44	
	Major	182	111	127	
	Minor	109	44	50	
Total		333	188	221	