

# FY2026 Activity Policy

## Direction and Pillars of Activities

### <Direction of Activities>

“Proactive activities toward fellow workers and workplaces” and “Creation of a work environment that ensures lively work with peace of mind that responds to environmental changes”

### <Pillars of Activities>

1. Activities that achieve the maintenance and improvement of working conditions, starting with the voices of union members.
2. Exercise a management check function and promote the creation of a comfortable working environment.

## FY2026 Activities

### <Slogan>

**Let's harness the power of each individual's voice and create the future together!**

### <Key Activities>

**1. Activities that aim to maintain and improve working conditions, starting with the voices of union members.**

- (1) Create a workplace environment where employees can work with peace of mind, based on mutual understanding and trust.
- (2) Make the role and significance of the union more relatable and increase participation.
- (3) Realize working conditions that allow all colleagues working at the Shiseido Group to work in a way that is true to themselves and with peace of mind.
- (4) Respect diverse working styles and values, including those overseas, and address workplace environment issues from a diversity perspective.
- (5) Enhance the knowledge necessary for improving working conditions and contribute to creating a sustainable workplace through interaction and learning with external parties.
- (6) Strengthen connections with union members by clearly communicating information about working conditions and systems through public relations activities.

**2. We will exercise our management oversight function and promote the creation of a comfortable working environment.**

- (1) Based on the actual situation in the workplace, appropriately fulfill the management check function in corporate governance.
- (2) Address chronic long working hours and environmental issues, and aim for a positive cycle between work and life.
- (3) Continuously check the operation status of the personnel system to enable early detection and correction of issues.
- (4) Check the operation of the current system and consider mechanisms to increase interest in and participation in union activities, with a view to the future.
- (5) Strengthen the consultation function on all labor issues and respond quickly to anxieties and problems that are perceived as issues.
- (6) Broaden perspectives and reduce anxieties through opportunities for skill development and learning.

## Priority activities until 2030

### ■ Work: Reimagining the meaning of work

- Flexible work styles
- Designing your own career

### ■ Life: Raising the overall level of happiness in life

- Asset building, life planning, well-being
- Building a foundation for long-term, secure employment

### ■ Human: Recreating a culture of trust and dialogue

- Improving the quality of communication
- Restoring an organization that considers the needs of others (= Shiseido's unique style)