

In EMEA, Shiseido is also committed to supporting women in the workplace in the company. Each year, a selection of talented women joins the SHEseido program to enhance their leadership potential and to develop their career plans. In 2019, the ratio of women on the EMEA Leadership Committee reached 50% and 45% in the EMEA Executive Committee. Moreover, in January 2019, a new French regulation was implemented asking companies based in France to calculate a gender equality index, based on key indicators such as levels of compensation, promotions or pay increases. For the legal entity UES Shiseido, the index is 82/100 and 84/100 for Shiseido International France. This index is a key indicator for us to constantly improve our efforts for a better gender equal workplace.