

FOR IMMEDIATE RELEASE

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Kao Selected as a “Nadeshiko Brand” Company for Promoting Women’s Empowerment

Kao Corporation has been selected as a “Nadeshiko Brand” company, jointly chosen by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, in recognition of its outstanding efforts to promote women’s empowerment.

The Kao Group views the empowerment of women as one of the key themes for promoting Diversity, Equity, and Inclusion (DE&I), and is working to create a workplace environment and organizational culture in which individuals can fully demonstrate their motivation and abilities regardless of gender. Group efforts to ensure diversity in decision-making processes, support employees balancing work and childcare, and promote an inclusive organizational culture were acknowledged in this selection.



*This is an English translation of reference material released in Japanese on March 19.

Main Initiatives of the Kao Group

The Kao Group has established a target*¹ to raise the proportion of female managers to the same level as that of female employees by 2030 to integrate diverse viewpoints into various decision-making processes. The Kao Group’s percentage of female managers in 2025 was 34.0% (28.7% for Kao Corporation), resulting in an achievement rate of 79.4% (87.2% for Kao Corporation). Additionally, 35.7% of the members of the board of directors were women.

*¹ 100% parity between the proportion of female managers and female employees. This is calculated using a weighted average based on the number of management positions in each company within the Kao Group.

Furthermore, Kao is working to create an environment where everyone, regardless of gender, can balance work and childcare. A mandatory paid parental leave system has been introduced, and eligible male employees generally take leave for childcare. In addition, Kao is promoting flexible working styles such as a flextime system without core hours and a telecommuting system and is creating an environment where diverse talent can thrive by routinely conducting mandatory training for managers on unconscious bias and other related topics.

The Kao Group respects the diverse abilities, experiences, individuality, and values of each employee and promotes DE&I. Furthermore, Kao's Mid-term Plan 2027 (K27) sets forth "maximize the power and potential of employees" as one of its basic policies. Moving forward, Kao aims to enhance corporate value and achieve sustainable growth by creating an environment where diverse talent can fully leverage their potential.

Related Information

[Kao's Diversity, Equity, and Inclusion \(DE&I\) Policy](#)

[Kao Sustainability Report 2025](#)

[Ministry of Economy, Trade and Industry: Companies Selected under the FY2025 "Nadeshiko Brands"](#)

About the Kirei Lifestyle Plan

Over the past 130 years, Kao has worked to improve people's lives and help them realize more sustainable lifestyles—a Kirei Lifestyle. The Japanese word "kirei" describes something that is clean, well-ordered, and beautiful all at once. For Kao, this concept of "kirei" not only describes appearance but also attitude—a desire to create beauty for oneself, for other people, and for the natural world around us. Aiming to realize a more sustainable way of living, in April 2019, the Kao Group established its ESG strategy known as the Kirei Lifestyle Plan. By 2030, Kao aims to empower at least 1 billion people, to enjoy more beautiful lives. Kao also strives to have 100% of its products leave a full lifecycle environmental footprint that science says our natural world can safely absorb.

Please visit [the Kao sustainability website](#) for more information.

About Kao

Kao, a Japan-based manufacturer of cosmetics, personal care and household products, as well as specialty chemicals, creates high-value-added products and services that provide care and enrichment for the life of all people and the planet. Through its brands such as Curél, SENSAI, and MOLTON BROWN cosmetics, Bioré and Jergens skin care products, Oribe hair care products, Attack laundry detergent, and Laurier sanitary products, Kao is part of the everyday lives of people across Asia, the Americas, Europe, the Middle East, and Africa. Combined with its chemical business, which contributes to a wide range of industries, Kao generates about 1,690 billion yen in annual sales. Kao employs about 31,500 people worldwide and has more than 130 years of history in innovation.

Please visit [the Kao Group website](#) for additional information.

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