

True Diversity — The Next Step in the Advancement of Female Employees

In its “Empowering Our People” corporate philosophy, the Teijin Group upholds diversity in that it aims to nurture a talented employee group with diverse abilities and personalities. On March 31, 2014, in order to consider what we should do to further promote diversity, we held a dialogue with female employees and two distinguished guests well-versed in diversity management.

Changes in Diversity at the Teijin Group

Yukako Kurose: Today, we have the pleasure of having Ms. Iwata who has been supporting the advancement of women in the workplace in both government and private sectors and Ms. Kawaguchi, who researches socially responsible investment (SRI), to join female employees of the Teijin Group who are active on the frontline to discuss the “Diversity of the Teijin Group.” I hope everyone can take this opportunity to think about what we should do to further promote diversity.

Kimie Iwata: I have an impression looking from the outside

that Teijin is one of the leading companies promoting the advancement of female employees. When did this start and what approaches have you taken?

Noriko Hidaka: The Teijin Group’s promotion of women’s advancement in the workplace was initiated as a top-down policy in 1999. The trigger came when the then-president saw female employees playing an active part in European and American companies and realized with a sense of urgency that the advancement of women in the workplace is essential for a company expanding its businesses globally. In 1999, we



Yaohua Jin

Film Technology Dept.
Teijin DuPont Films Japan Limited

Miho Fujii

Teijin Pharma Limited
Pharmaceutical Scientific Area
Promotion Department

Haruna Kubota

Teijin Limited
Human Resources
Development Section
Human Resources
Development and General
Administration Department

Kimie Iwata

Vice President of Japan National
Committee for UN Women
Chairwoman of Japan Institute
of Workers’ Evolution
Advisor, Shiseido Co., Ltd.

started the Women's Advancement Committee, and six months later a dedicated body called the Women's Advancement Section with a female manager. In 2001, we set a goal to maintain the ratio of newly recruited career-oriented female university graduates at 30% or more, which has since been achieved almost every year. Another key policy is increasing the number of female employees in managerial positions, a figure which reached 85 at the end of FY2012. Part of the Teijin Group corporate philosophy is "Empowering Our People," through which the Group upholds diversity with the aim of realizing an appealing employee group that has diverse individuality. This is underpinned by the idea that the advancement of female employees is essential for expanding business globally.

Kimie Iwata: That's wonderful. Teijin's early initiatives for the advancement of female employees has now become one of its corporate values. What has it been like for others here today who have experienced these changes?

Miho Fujii: I joined the company in 1993, had two children and I am now in a managerial position. When I returned to work after childcare leave for the first child, I worked a regular schedule which I found a bit hard. Upon the birth of my second child, however, there were substantial changes in the environment with many female employees caring for children and I could work shorter hours. In fact, I was

reinstated after having retired once when my husband was assigned overseas after I returned from the first childcare leave. Throughout these periods, I was assigned to similar work. This April, I will be transferred to another department where I will be a team leader. My concern was whether I could manage employees as a leader with shorter working hours, but with more understanding of the situation by my co-workers, I thought I would give it a try. I think the company has changed a lot.

Aya Shiroki: I am in charge of sales. When I joined the company in 2004, I was told it had been decades since a career-oriented woman had worked in sales in the head office. There was a period when I felt a sense of panic that I had to work harder but I think I am doing my duties in a natural way now.

Yaohua Jin: I joined the company in 2009. There were many female employees, and being Chinese, the situation didn't feel special—it seemed normal to me. Over the past three years, the ratio of newly recruited foreigners has been 10% or more of the total every year and a Laotian is expected to join next year. I am happy that the workplace is becoming more global every year.

Haruna Kubota: I joined in 2006 when the policy had already been set for maintaining the ratio of newly recruited career-oriented female university graduates to 30% or more,



Mariko Kawaguchi

Daiwa Institute of Research Ltd.
Chief Researcher
Research Division

Noriko Hidaka

Teijin Limited
Manager
Human Resources
Planning Department
Diversity Development
Section

Yasuhiro Hayakawa

Teijin Limited
Teijin Group Corporate Officer
Chief Human Resources Office

Aya Shiroki

Teijin Limited
Engineering Fibers
Department
High Performance Fiber
Business Unit

MC

Yukako Kurose

Teijin Limited
General Manager
CSR Planning Office

so there were already many female university graduates around me. I belong to the Human Resources Development Group and I am in charge of planning and operation of employee training, so I have many opportunities to listen to what employees have to say and I feel that there is an increased understanding of diversity today.



What should be done to further promote the advancement of female employees?

Kimie Iwata: What are the issues involved in further promoting the advancement of female employees?

Noriko Hidaka: The Teijin Group has specified three issues: encouraging activities of employees who take care of their children, fostering awareness among male employees and reforming the working style.

Kimie Iwata: These are issues common to all advanced companies, aren't they?

Mariko Kawaguchi: That's right, and of these issues, reforming the working style would be the most pressing issue. I think the whole of society should share the awareness that the advancement of female employees in Japanese companies is still "too little, too late" compared to other countries and we must accelerate the advancement of women further to revitalize both society and the economy. From the survey conducted by the Japanese Cabinet Office, positive correlations can be seen between the participation ratio of the female workforce and GDP per working hours as well as between corporate value and the advancement of women in the workplace. Even in Japan, there are results showing that the share performance of companies with female directors excels on the TOPIX. In an indicator showing the degree of male and female equality in the four sectors of economy, education, politics and health of each country announced in 2013 by the World Economic Forum (held in Davos), Japan is only ranked 105th among a total of 136 countries despite being an advanced country. Organizations that ensure diversity are considered more adaptable and sustainable. It may also be a good idea to support the advancement of female employees at suppliers through business dealings. For example, when evaluating suppliers regarding procurement, it may be worthwhile allocating

points to companies where women are highly active using indicators, or alternatively, procuring from companies managed by women if all other conditions are the same. Looking beyond procurement, it is important to take measures to promote the advancement of women together with external stakeholders. Overseas, there are cases of companies with high involvement of women are prioritized for procurement. I hope the Teijin Group can progress to the next stage.

Kimie Iwata: The United Nations Women's Empowerment Principles also call for liaison and cooperation with stakeholders.

Yukako Kurose: It may still be difficult in Japan but I think we should take note of it for future activities.

Latent Issues Behind the System to Support the Advancement of Female Employees

Kimie Iwata: Incidentally, while it's true that the more diversity-minded a company is, the more measures they will have for work-life balance, the situation will be different when it comes to activities. For example, the phrase "mommy track" is used to refer to a different career track for child-rearing female employees only. Specifically, there are situations where opportunities diminish for female employees when they become mothers. Although they may still be employed by a company, the scope of work is so limited that they cannot play an active part. They may not be able to enhance their expertise or it may be difficult for them to be promoted while taking care of their children. In addition, various support given to an employee over a long period may result in that employee becoming overly reliant on that support and may work negatively in terms of growth and career development. What is important is not to exempt employees from work but to support them to work as usual even when rearing children. To achieve this, there are two important points: to eliminate overtime work for the company as a whole and to increase flexibility in labor conditions.

Mariko Kawaguchi: It is important to change the style in which we work as a result of women joining the company; for example, eliminating overtime or allowing employees to



work at hours they choose as long as the required work is done properly. If we could do this, the company would be a more pleasant place to work not only for female employees, but also for foreigners and people with a disability. I think that rather than setting the final goal solely in relation to childcare leave and shorter working hours for child-rearing female employees, it should also be set in relation to securing diversified ways of working for employees.

Kimie Iwata: Actually, I once tried and failed to eliminate overtime. Halfway measures such as reducing overtime by 10% or turning off all lights at 8 p.m. were not successful. From this experience, I would like to stress the importance of aiming to reform the working style so that there is no overtime.

Yasuhiro Hayakawa: The Human Resources Development Group is now reviewing a system designed to reform the working style. As global expansion continues, the first step is to realize change in the head office in Japan.



Towards True Diversity

Yukako Kurose: Ms. Jin, is the advancement of female employees in China much different from that in Japan?

Yaohua Jin: Well, many women in China hold important positions, so I was rather surprised to learn that childcare leave taken by male employees has become a matter of concern in terms of supporting the advancement of female employees.

Mariko Kawaguchi: The image of leaders must also be diversified in order to create a workplace where it is normal for there to be a female manager. In the past in Japanese society, there have been many “follow me” type leaders, but I think it would be good if there were also “let’s do it together” type leaders who unify what everyone is feeling into one direction.

Noriko Hidaka: The policy of maintaining the ratio of newly recruited career-oriented female university graduates at 30% or more leads to an increase in the number of female managers. Several excellent women are not sufficient to bring about change. That’s why I think it important to increase the actual number of women.

Yukako Kurose: Ms. Shiroki, you have experience working overseas. Did you feel a “gap” or any other differences when you returned to Japan?

Aya Shiroki: In regards to the childcare leave that Ms. Jin was talking about earlier, the idea of taking leave was quite unique in Germany where I was working. My male German colleague was negotiating with the president about working at home not for consecutive days, but one or two days a week. As his partner was also working, their style was to balance working hours so that one of them was at home. To begin with, regardless of having a child or not, they don’t do any overtime in principle. It’s only been one year since I returned to Japan, but before I knew it, I was returning to the former Japanese working style in which it is normal to work long hours. I keep telling myself that it is not right.

Mariko Kawaguchi: In an era in which double-income households exceed households with full-time homemakers, I think continuing to work in the same style as during the high economic growth period with long working hours, etc., is also negative for males. It is important to create a base so that people with diverse attributes and experience can work positively together.

Kimie Iwata: As part of creating such an environment, I have been suggesting that employees be evaluated on the basis of hourly performance. If we did this, the evaluation of female employees with time constraints for childcare or nursing care would become relatively higher.

Haruna Kubota: If the performance is the same for employees who stay in the office for a long time and for those who stay for a short time, the latter should be entrusted with work. I want the company to change to become that kind of company.

Yaohua Jin: In my workplace, I have a senior who has three children. She works shorter hours but she works hard and performs her duties very well. I think supporting the advancement of female employees will benefit the company greatly.

Yasuhiro Hayakawa: To increase productivity within a limited timeframe, we are now discussing how to minimize the time and workflow for the approval of management and superiors. It is not realistic to expect people to do the same workload in reduced working hours, so we are aiming to eliminate overtime and reduce physical strain instead.



Kimie Iwata: I see. Teijin is creating mechanisms to reduce workload. It's certainly true that in order to reduce work without negatively affecting sales, there are no choices except selection and concentration. Therefore, this issue must be addressed by all levels of the organization including management. There is, however, the question of how to produce the same results with less labor. This involves many issues such as whether decisions can be made by individuals or whether a meeting is required, as well as reflection of this in the way agendas are decided and materials are prepared. That said, I'm sure Teijin will be able to overcome these issues.

Taking One Step Forward in Valuing Diverse Individuality

Yukako Kurose: Lastly, I would like you all to comment briefly on your impression of this dialogue and your future vision.

Noriko Hidaka: The diversity promotion measures of the Teijin Group started with a move for the advancement of female employees, but I think true diversity is to value the differences between each person. Just like the differences between men and women, understand that value lies in such differences, and allow each person to reach his/her full potential. I also think we need to review the method of training in relation to diversity.

Haruna Kubota: For me, this dialogue underlined the importance of broadening my views to accept diverse individuality. I would like to go out on my own accord and create an external network to broaden my views.

Aya Shiroki: I think it would be nice to be able to grow by sharing values with diverse people, regardless of whether they are men, women, Japanese or foreigners. For this reason, I would like to keep on absorbing many things.

Yaohua Jin: Because the Teijin Group is expanding its businesses globally, I think it is important to always have the flexibility to adapt to ways of thinking specific to particular regions and incorporate the opinions of local employees overseas.

Miho Fujii: I think it is important to reconcile differences in

the way of thinking of each and every employee and his/her workplace, as well as to use ingenuity to promote diversity as the Group becomes more and more global. I think a company with diversity is very appealing, and I hope that this aspect will progress further.

Mariko Kawaguchi: Diversity is not about drawing a line between the company and private life or differentiating between black and white. Rather, it is about how to foster independent individuals with a good balance between the three roles of employee, family member and citizen. I would really like the Teijin Group to aim for that realm.



Kimie Iwata: When someone joins a company, diversity is fostered at work through various duties. But I think true diversity comes about in people's individual lives outside the company. Diversity is created by the experiences of each and every person, whether it be finding an opportunity to study and then studying with enthusiasm or participating in social contribution activities.

Yasuhiro Hayakawa: We will continue to consider how to support every Teijin Group employee in developing his/her capabilities and individuality.

Yukako Kurose: I would like for us to be a company in which diverse possibilities can "chemically react" with each other to produce something better. Thank you very much for your participation today.

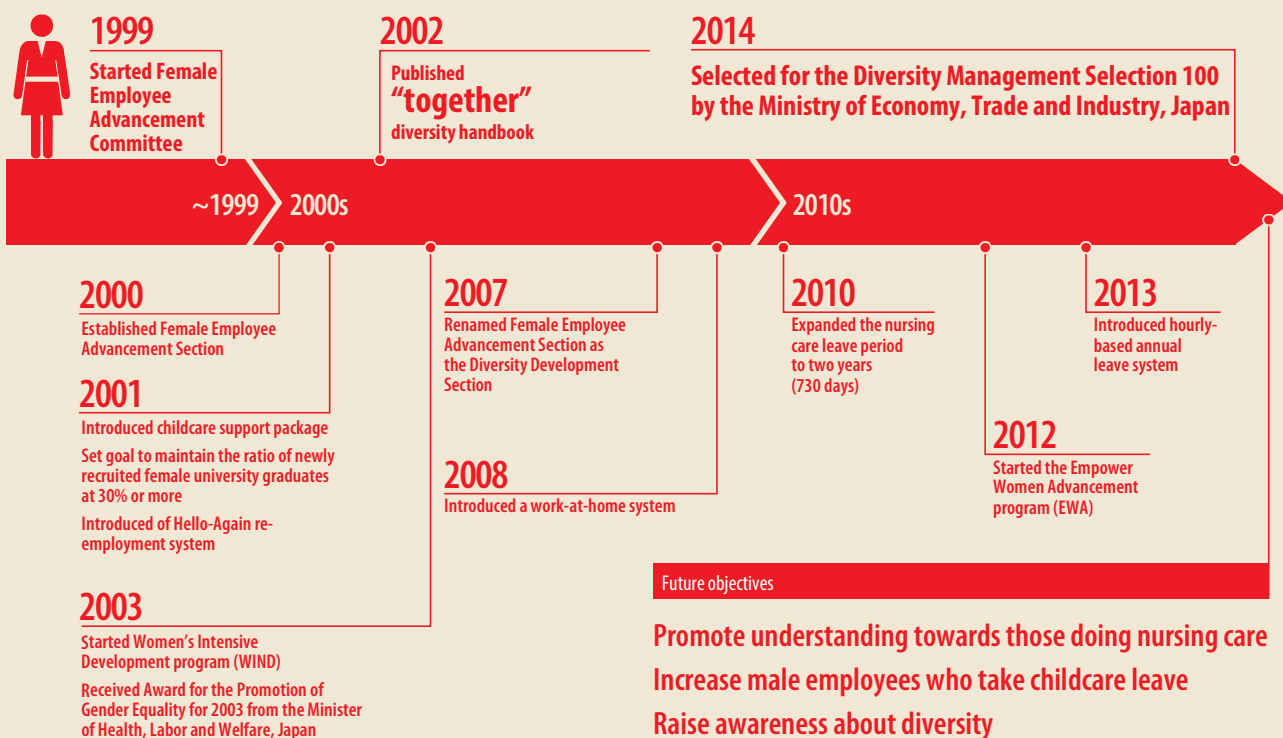


Aiming to Realize an Appealing Employee Group with Diverse Individuality

In promoting global business activities, it is essential to create a strong organization leveraging human resources with diversity in terms of nationality, race, gender, sense of value, ideas, experience, etc. The Teijin Group upholds part of its corporate philosophy, "Empowering Our People," based on the concept that every single employee is the ultimate management resource.

The Teijin Group started promotion of diversity in 1999 and has since focused on preparing and maintaining a system and environment to enable employees to fully reach their potential

while feeling motivated to work. At the same time, we have also taken measures to raise awareness about diversity. To reform the human resources portfolio in the medium- to long-term management vision "CHANGE for 2016," the Teijin Group is promoting diversity in recruitment/discovery, faster development and suitable global placements of human resources. With diversity of human resources as a driving force for enhancing competitiveness, the Group will continue its efforts to promote diversity as a management strategy.



Publication of "together" Diversity Handbook Enlighten Employees with Various Diversity Initiatives

The Teijin Group publishes a public relations magazine called "together" every year to report the latest news on its human resources portfolio. In addition to various messages from external experts and interviews with employees including foreign staff and those on childcare leave, every issue includes round-table employee discussions about diversity. In this way, while considering how we can support diverse employee activities, we communicate information useful for raising awareness of employees.



The April 2014 issue carried an interview with external experts titled "Do-it-yourself life career planning" from the viewpoint of career design as well as an article based on a round-table talk between foreign nationals working in Japan with the concept of thinking about diversity from global perspective.

Selected for the Diversity Management Selection 100 by Ministry of Economy, Trade and Industry High Evaluation of the Project Led by a Female Employee

In March 2014, Teijin Limited was selected for the Diversity Management Selection 100 by the Ministry of Economy, Trade and Industry, Japan, as one of the companies utilizing a wide variety of human resources to foster innovation.

The selection this time was for the Teijin Group's initiatives for the facilitation of diversity in a company-wide cross-organizational project being developed jointly with Nitro Co., Ltd. Judges highly evaluated the fact that a female employee took the lead in engaging in the creation of new business and development of new products and the way in which the project became a model case for transforming business to company-wide cross-organizational business model. Encouraged by this evaluation, we are working to further promote diversity.



Awards ceremony