

June 17, 2020

## To Our Teijin Group Employees

The recent tragic events in the US and the massive global protest as a reaction to them, have once again shown how important diversity & inclusion for our company and the future society is.

Guided by our corporate philosophy, we will act according to our Code of Conduct.

We as Teijin Group are strongly committed to a fair and inclusive culture for all of our global employees.

We absolutely reject any kind of discrimination, racism and hatred.

I hope that you will always keep the above in mind as you go about your daily activities.

**Jun Suzuki**

President and CEO, Teijin Limited

This message was originally sent out to all Teijin Group employees around the world in June 2020.

Thank you for your cover illustration entries!

This year's theme is "Together." As we received some wonderful entries besides the winning illustration, we are introducing some of them with comments by the entrants.

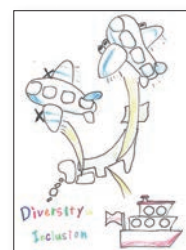


Illustration by  
Kokomi Inoue

"I had an image of the company for which my mother works spreading its wings around the world. It would be nice if photographs of employees' faces were placed on the windows of the airplanes and the ship."

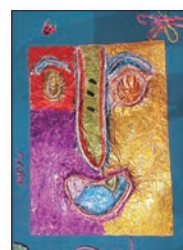


Illustration by  
a person who  
requested anonymity

"My kid titled this illustration, 'Baguette-loving Ogre.' Taking it to imply a diverse world, I sent it in."

### ● Cover illustration by Uta Hiramane

"I titled this work, 'Leaves.' Each of the colorful leaves, not feathers, plays a leading role. I dropped a white paint-soaked towel from the height of my head to create the figure, which inspired the composition of a bird. I am so happy to hear that my illustration was selected for the cover."

Her mother, Iku, entered the illustration done by Uta, an elementary school student, because her drawing process seemed to match the concept of D&I: Leaves, representing diversity, are concentrated to become feathers; and the bird with beautiful feathers represents inclusion. Also, the inspiration taken from a shape created by chance represents innovation.

### ● Cover D&I logo by Ryota Tsutsumi

"I created the logo as I talked about diversity with my son, who is in third grade. Under the logo, I added 'D and I' in Braille, initially, in one color. Following a suggestion from my son, who came to learn that the rainbow is a symbol of diversity and symbiosis, I reorganized the color scheme of the entire logo to express diversity and symbiosis both in Braille and many different colors."

His son, Kento is happy that the logo was selected and is reportedly eager to learn about diversity and inclusion.



**TEIJIN**

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**Diversity & Inclusion  
Accelerates Innovation**





## CHO Japke Asks About Organization Change and D&I

# Being an Innovator in Team Medicine by Mixing People Together

**Diversity & Inclusion (D&I) promotion drives innovation and makes Teijin stronger.**  
**Karola Japke, Chief Human Resources Officer, interviews Masato Tanaka, Teijin Group Corporate Officer who was contributed to the organizational change of Teijin Healthcare Limited in the fall of 2019.**

### New healthcare business created by business integration

**Japke:** What was the biggest barrier in the organizational restructuring and business integration?

**Tanaka:** We are still going through the process. First of all, I focused on helping all employees understand the significance of the integration. Of course, even before the integration, I shared my message. However, as the new organization started and the employees became busy with their work, some voiced their concerns, such as, “Why do we need to accept this change?” or “I’m afraid that I may not be able to fulfil new tasks as well as doing my current job.” What we should aim at is team-based sales that support community-based integrated care systems in which professional caregivers, nurses, engineers and clerical personnel work together to support patients, taking advantage of the system under which one salesperson servicing a particular area handles both pharmaceuticals and home medical devices. Our employees may be required to

take care of patients around the clock. They need to acquire sales skills and knowledge in addition to performing their regular tasks. Another blow was that sufficient on-the-job training could not be provided due to the Covid-19 catastrophe.

**Japke:** Covid-19 made the barrier higher. How did you help them deepen their understanding?

**Tanaka:** If it were not for Covid-19, I would have wanted to talk to them directly. Due to the movement restrictions, I carried out a remote communication plan with all of the roughly 2,000 employees. I conveyed the significance of the organizational restructuring again in my own words and asked them to speak out frankly about their concerns, complaints and questions.

**Japke:** People often understand things emotionally, rather than through logic. No integration goes well when only differences are imposed. A good approach is to blend or mix people together. The dialogue-based communication that you put into practice was excellent. As the next step, I would suggest that you allow

employees to discuss the positive aspects of what they have done so far, and what they should let go, and what they should add.

**Tanaka:** That sounds good. I don’t want to make communication a one-way thing, so I will let the branches establish a mechanism that allow employees to think about things themselves and put forward opinions.

**Japke:** I think a process of open discussion will create a real commitment and statement, leading to a vision for nurturing the culture of the new organization.

**Tanaka:** Right now, we are soliciting employees’ opinions about what’s satisfying or rewarding about their work to formulate our new action guidelines. A frequent opinion is “being needed by society.” I think that will be at the core of the new company.

### Spearheading challenges helps the Group

**Japke:** What Teijin Healthcare should aim at, which it is about to establish, corresponds to Teijin’s vision of making our company one that supports the society of the future. It is the area that draws attention not only in Japan but also around the globe.

**Tanaka:** Other companies are also paying attention to this area, but we have a unique strength: unlike other pharmaceutical manufacturers, we can engage patients directly through the support provided for medical devices. It will cause problems for our employees, but I hope that they will realize their new value as practitioners of team medicine with unprecedented capabilities and functions.

**Japke:** Your employees will double their knowledge, so they can aim higher as businesspeople. And their business is not to be a follower of other companies but a cutting-edge trendsetter. Teijin Healthcare will become a place that other members of the Teijin Group look to. I would greatly appreciate it if you would keep the Teijin Group updated on changes that you see as the challenge progresses.

### In challenges that come with failures, learning is important.

**Japke:** The company must change itself, rather than just asking its employees to change. Younger generations have diverse needs, such as wanting to spend more time at home, or having a family member who needs nursing care. Healthcare involves patients and is hard work. You have to have a mechanism for flexibility so that individual employees will approach their work with passion.

**Tanaka:** We will create a culture that assures employees that they can work with peace of mind so that our female employees can continue to work for as long as possible. I myself would like to embrace changes and acquire new resilience together with our employees in a spirit of enjoying change. Can you offer any advice?

**Japke:** Your company is at a stage that is exciting yet challenging and difficult. You may make mistakes during the trial-and-error phase. What’s important is being open to failure. The chance of success or failure is fifty-fifty. You must learn from failures. However, you can’t afford to make the same mistake twice [laughs].

### Karola Japke Chief Human Resources Officer, Teijin Group

Japke joined Germany-based Hoechst in 1992. After joining Teijin Monofilament in 2001, she was appointed Manager of the Global Human Resources Office at Teijin Creative Staff in 2009, HR Manager at Teijin Aramid in 2012, and Teijin group officer and Deputy CHO (in charge of global human resources) in 2014 before assuming her current position in April 2019. She is interested in interior design and tried her hand at repainting the walls of her home during the stay-at-home period.



### Masato Tanaka Teijin Group Corporate Officer, General Manager of Marketing & Sales Unit, Teijin Pharma Limited

Tanaka joined Teijin Home Healthcare Limited in 1998 as a mid-career hire. After 15 years as a salesperson in the area of healthcare, he engaged in sales promotion and sales planning at the head office to support those in the field before being appointed to President of Teijin Healthcare Limited in October 2019. He was assigned in his current position in April 2021. On his days off, he enjoys jogging and watching streaming videos.

#### About Teijin Healthcare Limited

Established in October 2019 to create a unique community-based sales model that would combine the strengths of the pharmaceutical business with those of the home healthcare business to support local medical care by means of a cross-functional team effort. Around 2,000 individuals, comprising medical representatives (MRs) and general affairs personnel from Teijin Pharma Limited as well as medical equipment sales staff, professional caregivers, nurses, laboratory technicians and clerical personnel from Teijin Home Healthcare Limited, work together on their new missions at 12 branches across Japan.

★ This interview was conducted on December 2, 2020.



**CHO Japke Asks About Necessary Changes****Aiming at a New Corporate Culture in which Everyone Feels Comfortable Expressing Their Views**

In Part 2, CHO Japke talks with Ton de Weijer, Teijin group corporate officer who over the course of his more than 20-year career at Teijin has worked with diverse teams of people in the Netherlands and Japan to create innovative solutions.

**Ton de Weijer**

Teijin Group Corporate Officer and General Manager, Material Technology Center

De Weijer joined Akzo Nobel in the Netherlands in 1995 to work on R&D before starting at Teijin Twaron in 2001. Following his assignment at Teijin (Iwakuni Research Institute) from 2004 to 2006, he returned to the Netherlands to engage in new product development at Teijin Aramid. He got involved in new business development and Solution 2.0<sup>1</sup> at Teijin in 2016, and was appointed to the position of Teijin group officer in April 2020 before assuming his current role in April 2021. In his spare time he enjoys playing the guitar.

**Launching the corporate culture reform project**

**Japke:** Teijin puts the highest priority on innovation, and corporate culture plays a large part in achieving innovation. We aim at a new corporate culture that is innovative and agile. I would like to promote D&I to create an environment where everyone can feel comfortable voicing his or her opinion.

**Ton:** An ideal environment is one where everyone can speak about his or her efforts without hesitation. I say this because in my career I have gotten ideas and inspiration from people with diverse backgrounds.

To change a corporate culture, we need to talk things through to get everyone on the same page. Meanwhile, Teijin has a lot of valuable heritage, such as a wonderful corporate philosophy and friendly employees, so it is also important to conserve what's important.

**Japke:** Exactly. Last year, we started a project, Power of Culture<sup>2</sup>, to change the corporate culture. As the first step, we held a workshop for management personnel because, first and foremost, leaders must

be role models in order to effect change. Ton, you took part in the workshop, didn't you?

**Ton:** I was excited and energized to see participants having discussions that transcended hierarchical relationships and divisional boundaries and agreeing on the direction to be taken. What's crucial is to keep the ball rolling, and keep the excitement going.

**Japke:** Power of Culture is not a one-time project but will be rolled out over three years, with its target expanding. We are also planning to build a new communication platform, promote an idea platform and start a new commendation program (see page 6).

**Ton:** That sounds great. Although Teijin has already become a company with a diverse workforce, it is regrettable that it is a little siloed<sup>3</sup>. With the Covid-19 pandemic, I tried to communicate with people around the world in a new way. I exchanged opinions with engineers and business leaders remotely, and found it to be a very rich experience. The issue is how to keep up the momentum. After Covid-19, when people go back to their workplace and are pressed by the demands of their job, they will tend to revert to their old ways of doing business.

**Japke:** In Germany, we have a saying that means “walk the walk.” When making a change, leaders must be a role model first to communicate through their actions, not just through their words. More than leaders imagine, employees take note of how leaders act as well as what they say.

**Ton:** To create innovation, leaders must encourage and support their subordinates to take a chance, and need to reset the boundary, considering the consequences of the change. Without considering the effects, the situation can become undesirably chaotic. For instance, safety must be ensured, as CEO Suzuki always says.

**Advantage of a diverse team**

**Japke:** Ton, you are working as part of a team that is embracing diversity. What is the advantage?

**Ton:** The Solution 2.0 team is comprised of members from India, Bangladesh, the Netherlands, Germany, Japan and Italy. A team with members from diverse backgrounds can have a totally new perspective. To take an example of a tree-planting project aimed at balancing Teijin's CO<sub>2</sub> emissions, my colleague from Bangladesh was hugely inspirational to me. He knows the local situations, so listening to him was more useful than reading thousands of documents.

**Japke:** When I lead a diverse team, I keep three things in mind. The first is to listen attentively. The second is to become aware of my unconscious bias. And the third is patience. It is crucial to talk to each other a lot. You can generate lots of ideas and insights through discussion.

**Ton:** People from different backgrounds have different opinions. Sometimes there are misunderstandings. To prevent a team from fracturing, it is necessary to be open and transparent.

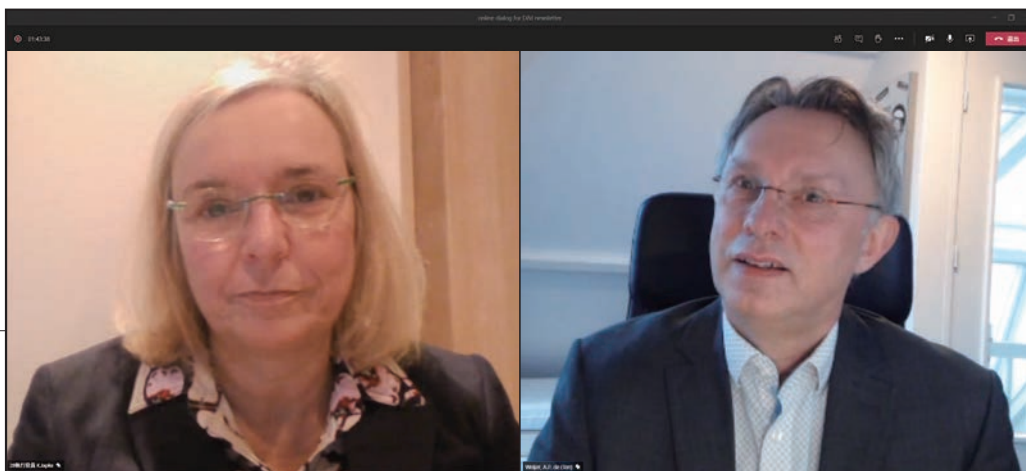
I have worked for Teijin for 21 years. My friends and family often ask me, “How do you feel about working with Japanese people?” But the longer I work for Teijin, the more difficult it becomes to answer the question. Honestly, I have no answer because I am not aware that I am talking with a Japanese person or that I am Dutch. Look at the person, not his or her nationality. That's the key.

**What's needed to nurture innovation**

**Japke:** I think innovation is a process of change. To make our company “a company that supports society,” all employees should be innovative and creative. Ton, do you have any advice for employees?

**Ton:** Innovation occurs as you acquire a new way of thinking beyond a specified framework. If you first recognize where the “box” is and then think outside the box, you can make a change. And innovation can be achieved in any organization. It is a process of continuous improvement. And experiments are important. Even when the results defy expectations and predictions, they are not failures but learning opportunities, or seeds of future breakthroughs and innovation. Therefore, I would like everyone to conduct experiments, whether small or large in scale, and learn from the results. That is where innovation begins.

online dialog

*Japan* (🇯🇵)*The Netherlands* (🇳🇱)

**1 Solution 2.0:** Teijin's intragroup platform for using specialized knowledge and expertise from across the entire Teijin Group to provide innovative end-user solutions through cooperation with external organizations

**2 Power of Culture project:** A program to determine the desirable corporate culture for the Teijin Group, the abilities and skills required and the necessary workplace environment

**3 Siloed:** Isolated in the sense of being unable to share information or cooperate with other divisions