

# Diversity

By encouraging personnel from extensive backgrounds to thrive irrespective of nationality, gender or age, the Teijin Group aims to become a prominent and globally admired corporate group, bringing together the Group's overall collective strength.

## Basic Stance

To promote our business activities globally, it is essential to make full use of the abilities of diverse human resources who differ in nationality, gender, age, race, sexual identity and sexual orientation, sense of values, ideas and experience. The Teijin Group upholds parts of its corporate philosophy,

“Empowering Our People,” and accordingly put in place a work environment in which every Group member can fully harness their individuality and advantages to make the most of their abilities.

The Teijin Group is promoting workstyle diversity, women's advancement, and personnel diversity, aiming to realize an organization that fully demonstrates the abilities of diverse human resources with different values and experiences, in order to revitalize the organization and stimulate innovation. In fiscal 2017, we newly set KPIs from many different perspectives targeting the years from 2020 to 2027, and we have been promoting and following-up on the utilization of human resources directed at achieving these targets.



### Diverse Workstyles



### Women's Advancement



### Personnel Diversity

<p>Work-at-home system utilization rate</p> <p>Fiscal 2017 <b>7%</b> (target 50%)</p>	<p>Number of female executives</p> <p>Fiscal 2017 <b>2</b> (target 10+)</p> <p>Female managerial positions</p> <p>Japan fiscal 2017 <b>98*</b> (Fiscal 2020 target 180+)</p> <p>Overseas fiscal 2017 <b>20%*</b> (target 33%)</p>	<p>Number of foreign-national executives</p> <p>Fiscal 2017 <b>3*</b> (target 12+)</p>
<p>Diversity recognition rate*</p> <p>Fiscal 2017 <b>47.5%</b> (Fiscal 2020 target 60%, Fiscal 2027 target 100%)</p>		

\* Since fiscal 2017, Teijin has measured the diversity recognition rate based on the results of the CSR awareness survey. In fiscal 2017, Teijin conducted a survey of all executives and employees of Teijin Group companies in Japan. As a result, although almost all employees believe that it is crucial for one another to recognize the individuality and values of a wide range of people, Teijin found that the Group's policies to achieve this principle are not very well understood. Looking ahead, we will expand surveys to overseas Group companies, as well as promote activities to increase the penetration of diversity within the Company.

• The number of female employees in managerial positions in Japan covers the four core Group companies in Japan: Teijin Limited (including the former Toho Tenax Co., Ltd.), Teijin Pharma Limited, Teijin Frontier Co., Ltd., and Infocom Corporation.  
 • The ratio of female employees in managerial positions overseas covers the 13 core companies.  
 • The total number of female executives and foreign-national executives covers Teijin Limited.



## Diverse Workstyles

### Work-at-home system

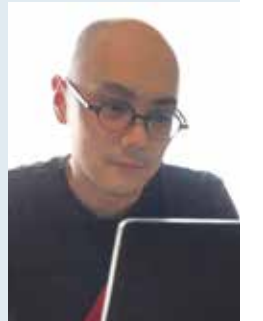
From 2007, Teijin Limited and Teijin Pharma Limited have implemented a work-at-home system. One of the following conditions must apply in order that an employee may use the system: (1) An employee has a child who has not reached the end of the academic year of the sixth grade; (2) An employee has a family member who requires nursing care; (3) A female employee is pregnant or for whom not more than one year has passed since giving birth; or (4) An employee has a disability.

Going forward, Teijin will consider removing the restrictions (1)–(4) above. We will strive to develop a work-at-home system to provide an even more comfortable and productive working environment for each and every employee.

### Voice of an Employee Using the Work-at-Home System

I use the work-at-home system because it allows me and my wife, who also works, to share the burden of dropping off and picking up our children from after-school day care and preschool. The work-at-home system is very helpful as it frees up the two hours that I would otherwise have to spend commuting to the office, enabling me to look after my children and do household chores. There are some tasks that I am not permitted to perform at home. However, I am motivated to get these tasks done while I am in the office by working more productively and efficiently.

**Shingo Muramatsu**  
 Patent Development Office  
 Intellectual Property Department  
 Teijin Limited



## Women's Advancement

Since December 1999, the Teijin Group has been pursuing women's advancement. We have set targets for the ratio of newly recruited career-oriented female university graduates and the number of female employees in managerial positions at four core Group companies in Japan. Beginning with fiscal 2017, we have set targets for the number of female executives and female employees in managerial positions in both Japan and overseas. To reach these targets, we will promote women's advancement even more than before.

### Female Leadership Training

Since fiscal 2011, we have held Female Leadership Training for selected members soon to be promoted to managerial positions. In this training, we hold three-day group training sessions, as well as presentations attended by the supervisors of the trainees. In fiscal 2017, 17 employees participated in the training. To date, 138 employees have participated in the training on a cumulative basis. Thirteen of these employees have been promoted to managerial positions and are fulfilling leadership roles in the workplace.

### Voice of a Participant in Female Leadership Training

**Hiroko Tonogai**  
 Global Planning Department  
 Resin & Plastic Solutions Division  
 Resin & Plastic Processing  
 Business Unit  
 Teijin Limited



In this training, envisioning issues that could occur in future business operations, I participated in a series of case studies solving problems as a leader. I also tackled the challenge of solving real issues in actual operations. This experience enabled me to gradually demonstrate leadership in my work even after the training session. I also had the opportunity to participate in the training together with fellow female employees from other businesses who were in the same position as myself, and they had a positive influence on me. Therefore, I found the training to be a very good experience.



## Personnel Diversity

From 2009, we have established the Global Human Resources Office in the Human Resources Division to create a human resource management system and mechanism of appointment to aid Teijin employees to be active on a global basis. Moreover, since April 2014, the general manager of the Human Resources Department of a Group company in Europe has been serving as the deputy Chief Human Resources Officer of the Teijin Group, and has been accelerating the roll-out of the Teijin Group's human resource strategy on a global level.

### Group-wide leadership training program, EaGLES

From fiscal 2011, the Group's shared leadership training program, EaGLES, has been expanded to five regions worldwide (Japan, EU, U.S., China and Thailand). Through this program, the participants acquire the leadership skills and experience needed to serve in managerial positions and learn the Teijin Group's values, management policies and history.

### Voice of a Participant in EaGLES

Looking ahead, it will become increasingly crucial to conduct management from a global viewpoint. In this environment, the EaGLES training program has been enhanced in innovative ways across many different areas, in order to sharpen leadership and creative thinking skills unique to Teijin. These leadership and creating thinking skills are honed through discussions with the instructors and other participants. As a mid-career recruit, I found the training to be particularly meaningful because it gave me firsthand insight into Teijin's diverse business fields and free-spirited culture.

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