



Promotion of Diversity and Inclusion

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 race, religion, gender, cultural background, or other attributes. To invigorate the Teijin Group’s organization and accelerate innovation, we will further promote diverse workstyles, the advancement of women, and diverse human resources. Through these efforts, we aim to be an organization that can leverage the capabilities of human resources with various values and experience, to the greatest extent possible, and that can spur diverse collaborations.

Initiatives toward Diversity and Inclusion

The Teijin Group has maintained the belief that making full use of the abilities of diverse human resources helps enhance our creativity and promote innovation. Since establishing the Diversity Office in 2001, we have been actively engaging in such efforts as recruiting global personnel and promoting the advancement of women. To foster female leaders, we have been implementing Groupwide training for selected female employees on an ongoing basis since fiscal 2012. Additionally, we have been dispatching female employees to external

training sessions with the aim of promoting their development through interaction with women working in other industries.

Although our initiatives toward diversity and inclusion have thus far focused on Japan, in light of the globalization of our businesses, we will expand these efforts on a worldwide basis. Under our new medium-term management plan, we have created regional strategies that address the issues in each region of operation and established Groupwide diversity and inclusion KPIs.

Main Actions for Diversity and Inclusion under the Medium-Term Management Plan



KPIs			FY2019	FY2022 Milestone	FY2030 ^(People)
Diversity of executives*1		Female executives	3	6 or more	10 or more
		Non-Japanese executives	3	6 or more	12 or more
Key goals for women’s advancements*2	Japan	Managers (or higher)	116★	174	300 or more
	U.S.	Senior managers*3	2	4	10
	EU	Global core talent*4	0	3	10

*1 Board of Directors, statutory auditors, Group executive officers, and Group corporate officers

*2 Key goals are set based on regional situations (Targets in Asia to be set)

*3 President or his/her direct report in a Group company

*4 Human resources of female senior managers selected and certified as executive candidates

VOICE

Jacqueline Quadflieg

HR Manager
Teijin Carbon Europe GmbH

A diverse group of people work at Teijin Carbon Europe GmbH, all of whom have different values and needs. Meeting these values and needs is not an easy task, but as HR Manager I strive to quickly grasp the day-to-day situations in each workplace and with each employee and respond flexibly to any issues. I am proud of the fact that, through my HR work, I can help the company achieve its targets and that I am blessed with the opportunity to take on new challenges. These aspects make my work truly rewarding.



CHO Message

Accelerating innovation through diversity & inclusion

Karola Japke

Teijin Group Corporate Officer
Chief Human Resources Officer



- 1992 Joined Hoechst AG
- 2001 Joined Teijin Monofilament Germany GmbH
- 2009 Global HR Manager, Teijin Creative Staff Ltd.
- 2012 HR Manager, Teijin Aramid B.V.
- 2014 Corporate Officer, Deputy CHO (Global HR), Teijin Group
- 2019 Corporate Officer, CHO, Teijin Group

New Medium-Term Management Plan

Fiscal 2019 was the year in which Teijin worked very hard to create a new medium-term management plan that realizes our ambition to become a company that supports the society of the future.

Based on our belief that D&I will accelerate innovation, we positioned D&I as one element of our management base. As you can see on the left, we set ourselves ambitious global D&I targets regarding the number of female and non-Japanese leaders. And for the first time, we broke these targets down into regional ones. With the regional targets, we express our firm conviction that our global targets can only be achieved when all regions and Group companies are aligned together and accountable for the achievement of these targets.

In addition, the D&I strategy is now backed by a completely new and agile Corporate HR organization. Beginning with the new fiscal year, we transformed our traditional Corporate HR Department into a lean, agile, and high-impact organization in which small flexible teams focus on strategic HR issues like workstyle reform and enterprise (global) talent management.

First Achievements

I am happy to say that we have been able to almost double the number of non-Japanese corporate officers and increase the number of female executives by 30% since my promotion to CHO in April, 2019. To accelerate our D&I activities further, we established a global D&I Department that leads global initiatives and coordinates regional D&I projects. This new department reports directly to the CHO and is strongly supported by Teijin's CEO, Board of Directors, and top management.

Challenges under the Plan

Under mature D&I management, the "I" (Inclusion) in D&I becomes the main focus of our activities because only with inclusion can we activate our diverse workforce and

let our personnel thrive.

For us, inclusion means to build a culture where all employees feel that they can bring their whole selves to work and create a strong sense of belonging. Inclusion is a long-term process and we are still at the very beginning of this process. As such, we are now preparing several initiatives that will affect all areas of HR, from recruitment to retirement, and I am confident that we will be able to create an environment where all employees feel safe psychologically and have the opportunity to use their full potential.

The Impact of COVID-19

The impact of COVID-19 has been twofold. On one hand, it has slowed down the execution of our strategy, and unfortunately has forced us to postpone some projects until 2021. On the other hand, however, it has provided us with a lot of opportunities. For example, given the urgency of the situation new ways of working were implemented in a short period of time. We were also able to experience new ways of communicating and managing personnel. Importantly too, many of these changes will be permanent.

Last but not least, it gave us the chance to revisit our strategy and tailor it to the "new normal," making it even more inclusive.

Outlook

At the moment, we are working on the revision of our leadership programs with the goal of adjusting them to the new requirements and creating a system that allows us to identify, select, and develop diverse employees with high potential so that they can continue to grow throughout their career, and to train future leaders under the guidance of our inclusive leadership programs.

In the second half of fiscal 2020, we will start preparing our global engagement survey that will be conducted in the first half of fiscal 2021. In addition, we will continue with the workstyle reform project and our efforts to provide family-friendly solutions.