

March 9, 2023

The 14th Achievement Report Meeting

WLB & Diversity Promotion Research Project

CHUO University Business School

Human Chemistry, Human Solutions **TEIJIN**



Teijin's Initiative for Global Diversity and Inclusion

Karola Japke
Chief Human Resources Officer
Teijin Group



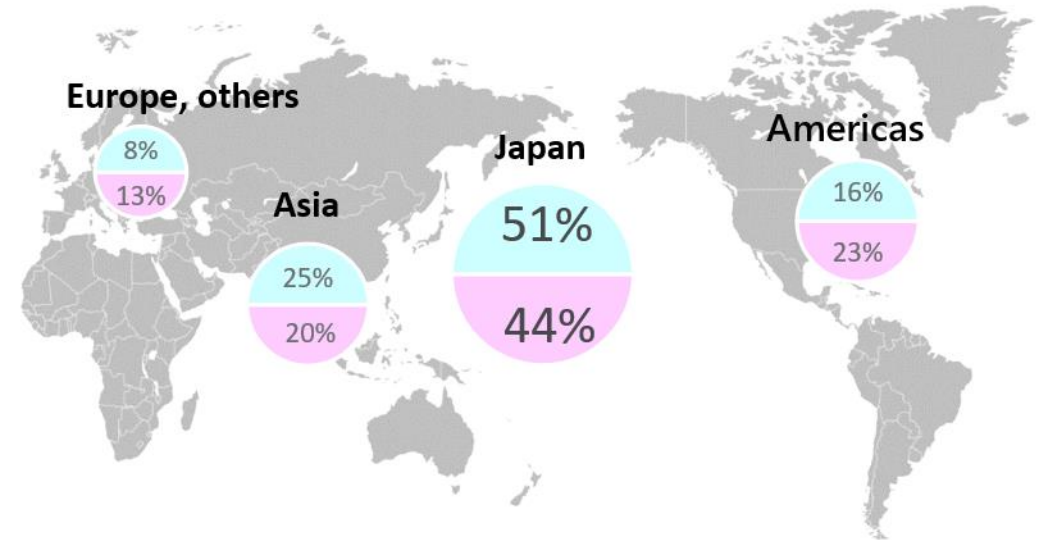
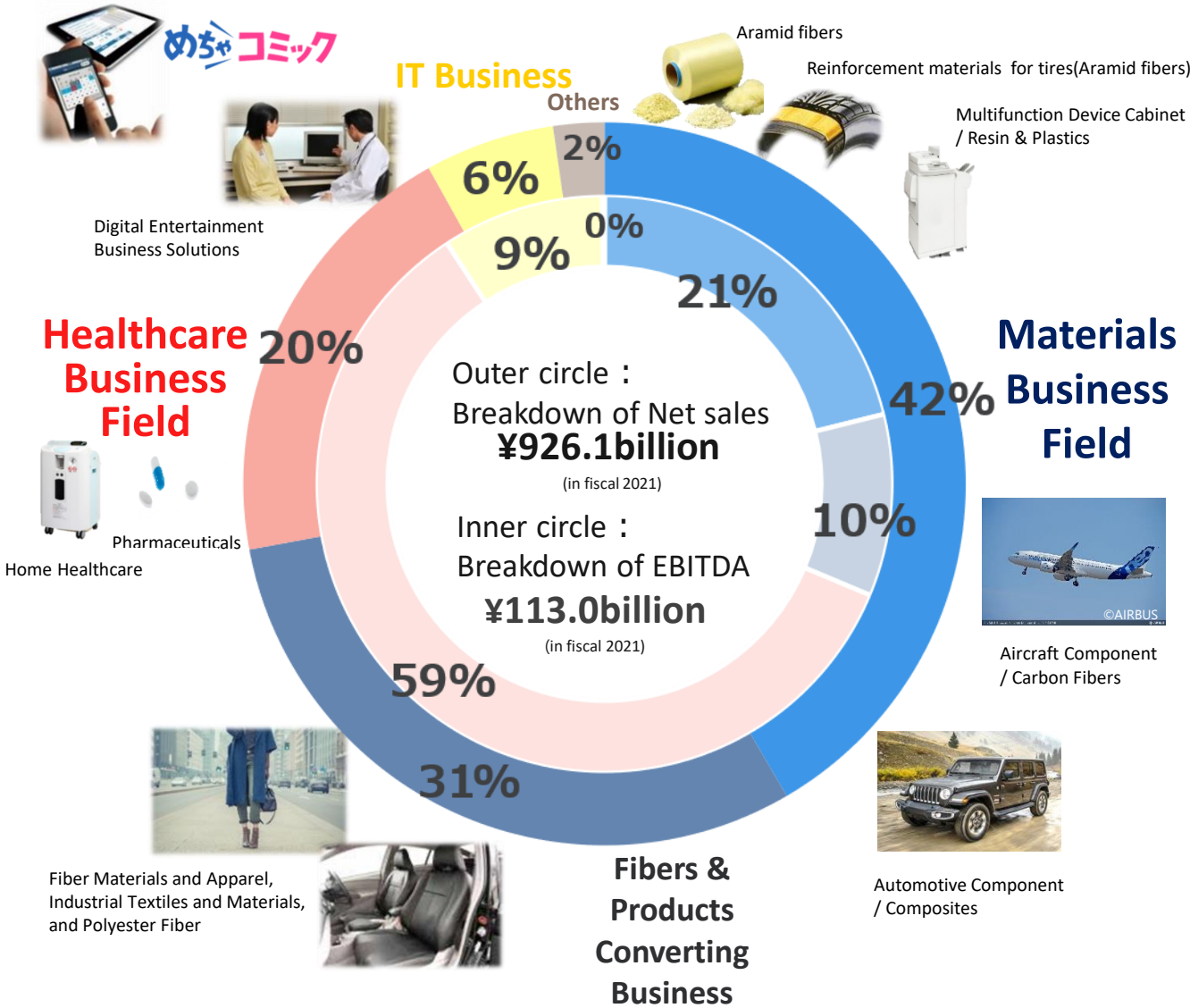
Karola Japke

Chief Human Resources Officer, Teijin Group

- | | |
|--------|--|
| 1992 | HR Specialist, Hoechst AG |
| 1998 | HR Director, Trevira GmbH |
| 2001 | HR Director, Teijin Monofilament Germany GmbH |
| 2009 | General Manager, Global Human Resources Office, Teijin Creative Staff Co., Ltd. |
| 2012 | HR Manager HQ & Sales Teijin Aramid BV |
| 2014 | Corporate Officer Deputy CHO (in charge of Global Human Resources), Teijin Group |
| 2019 | Chief Human Resources Officer, Teijin Group Corporate Officer |
| Hobby: | My family, Home renovation, Walking my dog |

Business Fields and Breakdown of Revenues

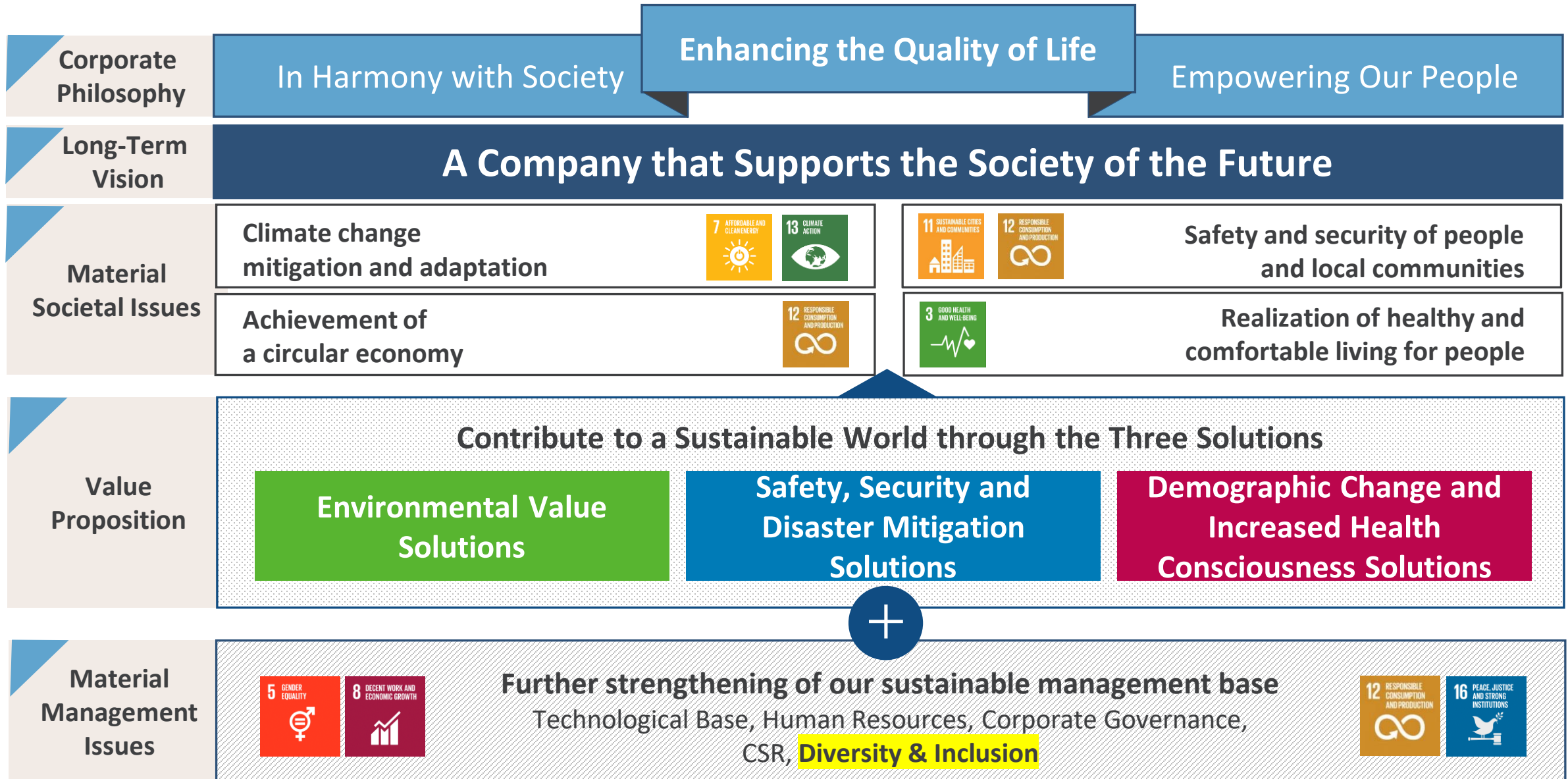
Percentage of Overseas Sales and Employees

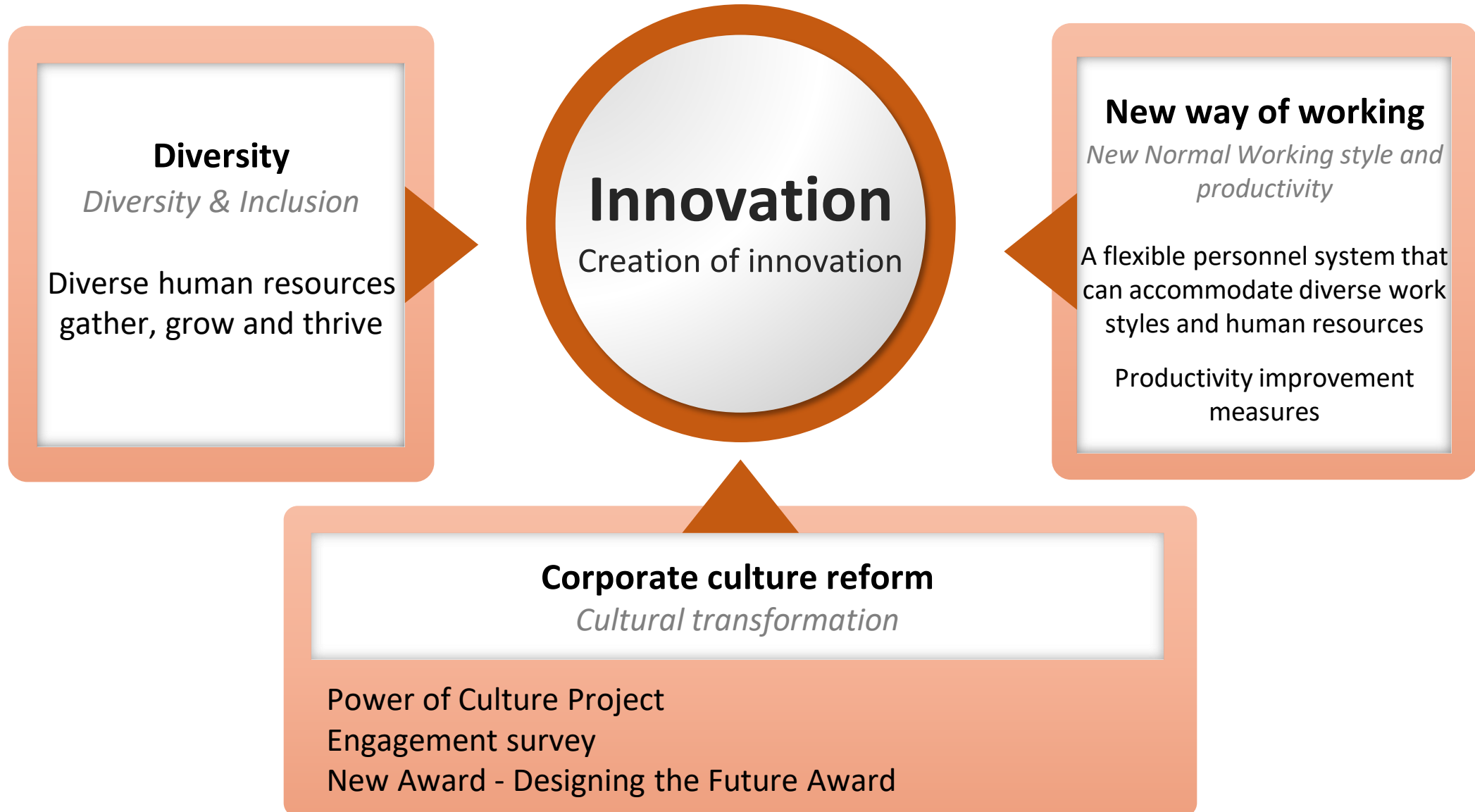


Net sales : ¥926.1billion
*In fiscal 2021

Number of Employees : 21,815
*As of March 31, 2022

Long-Term Corporate Vision - To be “a company that supports the future society” through the three solutions





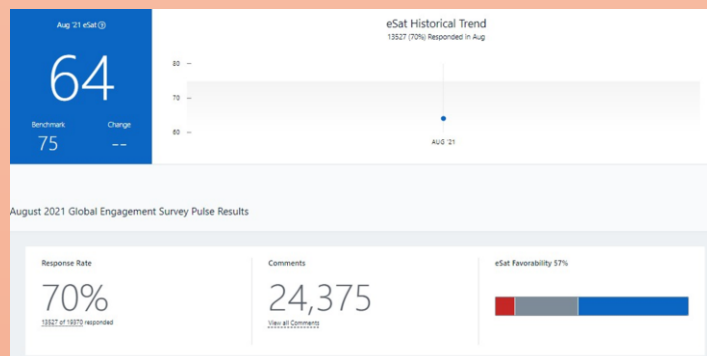


Corporate Culture Reform
to be agile and innovative

- Leverage leadership-focused organizational development techniques
- Starting from the executive level in FY2020, expand globally to the manager level over the period of the current medium-term management plan

Global engagement survey

Global Engagement Survey



- Integrate employee surveys that have been conducted sporadically by business unit and start global engagement surveys
- In 2 years, about 55-60% of employees are relatively highly engaged (Very Satisfied + Satisfied)
- Identify engagement obstructors for each organization and implement improvement actions

*Engagement: Employee's willingness to contribute to this company/organization

*Survey conducted for approximately 20,000 employees worldwide

Improve communication

Communication improvement



<Japan>

- Conducted a series of surveys to visualize the state of communication during the Corona crisis
- Take action to improve non-face-to-face communication

<Global>

- Teijin Aramid (Netherlands) have developed internal leader training to increase psychological safety.

New award

Designing the Future Award



- A global award system that evaluates new initiatives in the areas of "D&I", "Innovation", and "Sustainability".
- In the first year of 2021, 5 out of 58 applications were awarded. In 2022, 1 category prize and 2 special prizes were awarded among 20 applications.

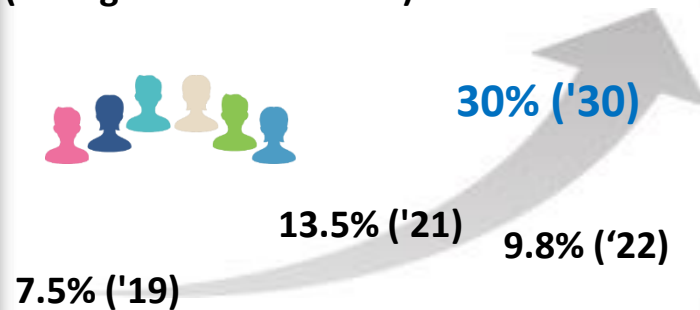
global

Diversity in the decision-making layer

Diversity in Top management

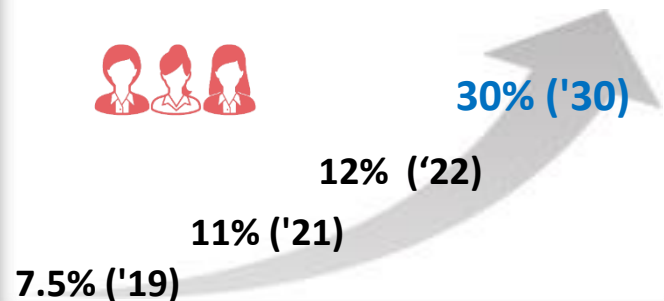
■ Nationality:

(Foreign national officer)



■ Gender:

(Female officers)



global

Diversity in each global region

Diversity in each Region



- Promote diversity by setting KPIs that correspond to issues in each Region; *female senior management, diversity of race and nationality, etc.
- In Japan, set KPIs for the number of female managers and accelerate training and appointments

Japan

Empowerment of persons with disabilities and LGBTQ

Employee with disability and LGBTQ



- Promoting the active participation of people with disabilities through the cultivation and sales of vegetables and phalaenopsis at a special subsidiary
- Received “Gold” in the “PRIDE Index 2022” for 3 consecutive years by building systems and mechanisms to improve the psychological safety of LGBTQ employees

Appointment of women to decision-making positions

Increase in female officers

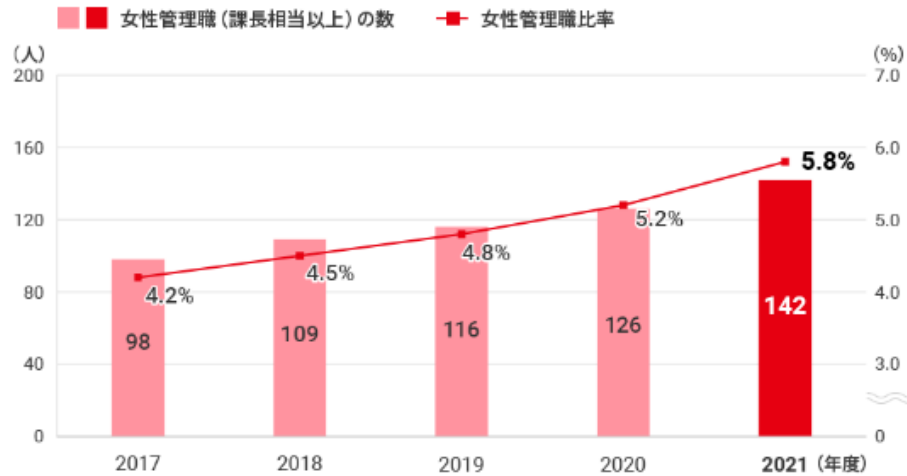
- ◆ Increased from 7.5% (2019) to 12% (2022)
- ◆ Teijin's first female director appointed (2018)
- ◆ Appointment of Teijin's first female CHRO (2019) (internal promotion)

Teijin Group Executive Officer
CHRO, Karola Japke



<Number and ratio of female managers>

女性管理職数の推移 ★



*In 2000, there were 10 female managers.

Figures are totals for 4 major group companies; Teijin Limited, Teijin Pharma, Teijin Frontier, and Infocom.

<Measures>

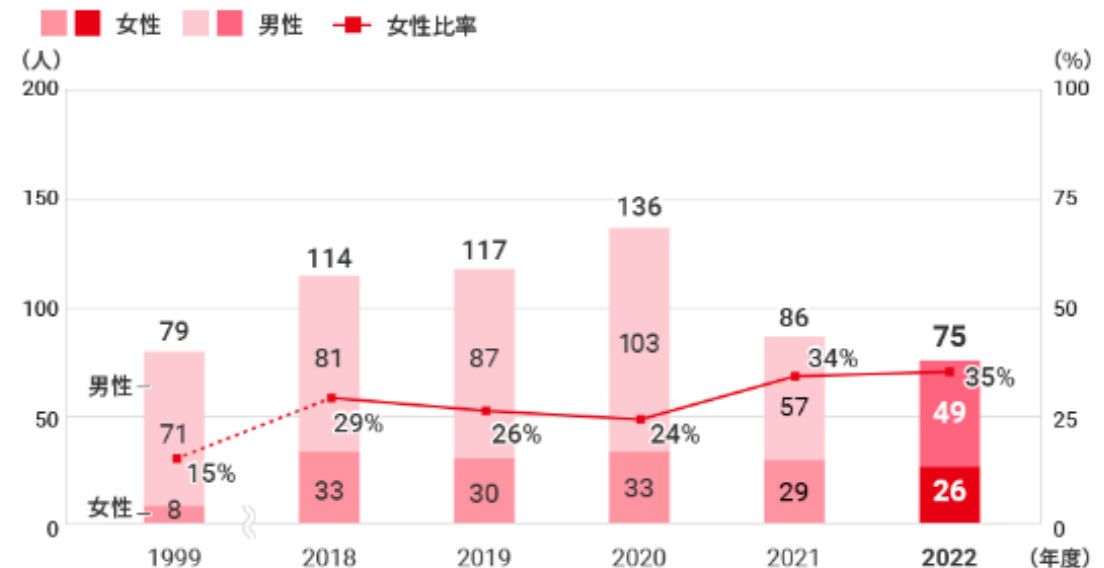
(1) Efforts to increase the number of female managers

- Top executives of each business and function commit themselves to female management targets
- Set the development of female managers as a performance target for each officer
- Progress report at the Board of Directors

(2) Cultivation as an officer candidate

- Set percentage of female employees to participate in the director candidate training (25%)

<Number and percentage of new female graduates hired for career-track>

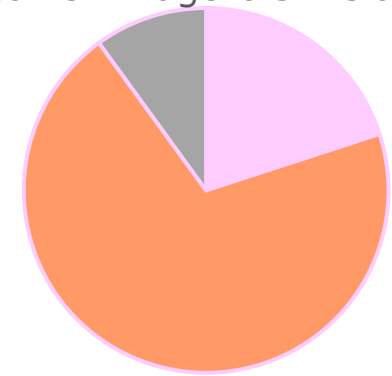


1. **Objective:** Strengthen leadership skills for female manager candidates
2. **Expected effects:**
 - Cultivate awareness of mid- to long-term careers
 - Establish their own leadership style
 - Practice leadership in the workplace through action learning
3. **Eligibility:** 7 to 13 years of service (around late 20's- mid 30's), selected from each business and group company
4. **Implementation:** 2022 is the 12th year, with 20 participants each time, 3 group training sessions over 6 months
5. **Contents:**
 - <Group training 1> ①Thinking about career and work-life balance ②Career theory Role model lecture ③Drawing a picture of each person's future
 - <Group training 2> ①Developing their own leadership style, ②Mastering facilitation skills
 - <Action learning>
Setting challenges and demonstrating leadership in their actual work
 - <Progress report meeting> Progress report on action learning and sharing of findings
 - *HR Director and a supervisor participation



<Changes before and after the course>

Carrer image & Skills as a leader



Acquired somewhat learned no change

Employment of people with disabilities: Special subsidiary (Teijin Soleil Co., Ltd.)

TEIJIN

Japan

- 100% subsidiary of Teijin Limited
- Established in February 2019
- Certified as a special subsidiary in October 2019
(Act on Promotion of Employment of Persons with Disabilities)
- **Number of employees (disability certificate holders): 32**
 - Intellectual disability: 14 (including 4 severe)
 - Developmental/psychiatric disorders: 18
- **Business/business:**
 - Office support (15 people): clerical assistance, cleaning
 - Agriculture (16 people): Production and sales of organic vegetables, edible roses, and phalaenopsis

*As of November 1, 2022



Planet's Hug Orchid

Phalaenopsis brand message

This brand (Planets Hug) aims to realize a society where people with a handicap can contribute to economic growth, with full of “challenging” and “fun to work”.



<Reference>

SDGs No. 8: Decent work and economic growth




One of the Teijin Group's Codes of Conduct: “Joy at Work”

1. Realize a new "work style" that corresponds to the "New Normal" that has arisen from the prevention of new coronavirus infection
2. Transformation of mindset and work structure without returning to pre-corona work style







Definition:
new way of working

Based on the premise of maintaining and improving productivity, each department and individual employee will work while ensuring a work-life balance.
Optimize how you work

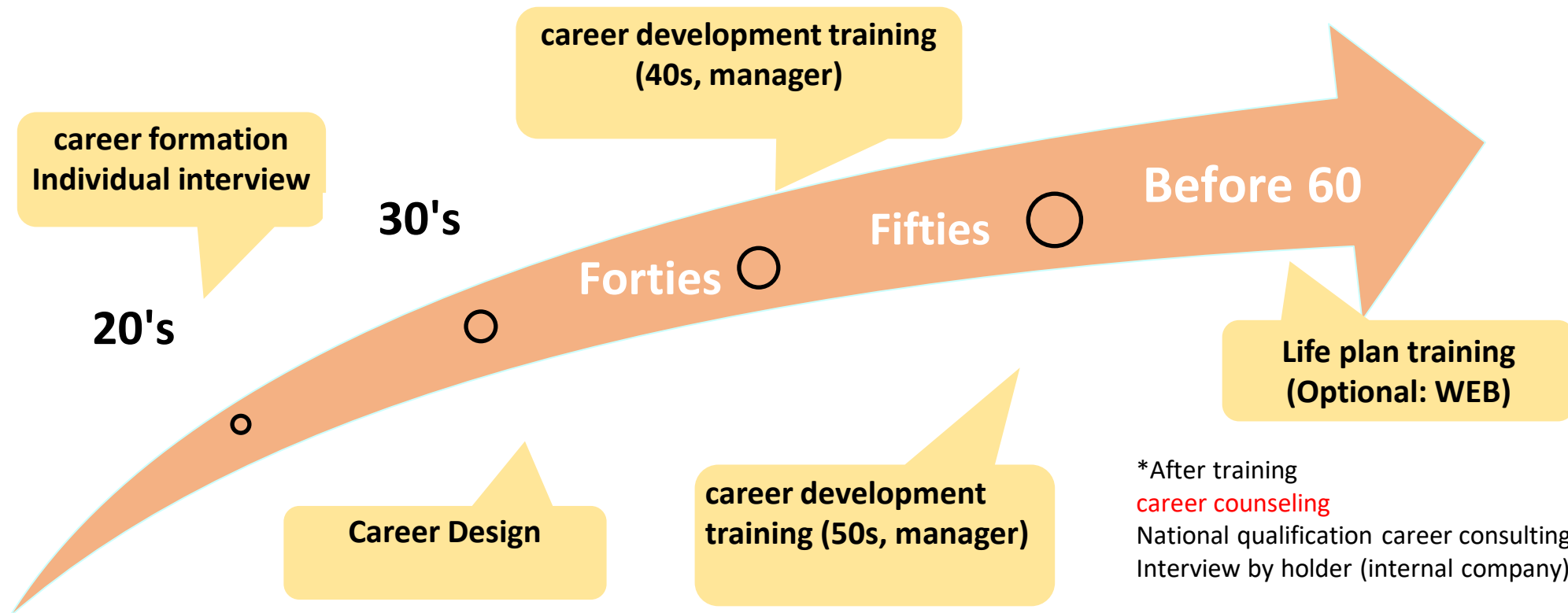
Work style up to now (example)

where		office, desk, meeting room
when		Scheduled start, scheduled end
what How		document circulation, seal

New way of working (example)

where		office, desk, meeting room	+		home, satellite office
when		Scheduled start, scheduled end	+		Flex time, staggered work hours
what How		document circulation, seal	+		Electronic application, workflow

1. Cultivate career awareness according to age and life stage
2. A system in which qualified career consultants (in-house) can provide career consultations for individual employees at any time



Reference: External evaluation (ESG-related)

Included in all five GPIF ESG indices



FTSE Blossom
Japan Index

2022 CONSTITUENT MSCI日本株
女性活躍指数 (WIN)

2022 CONSTITUENT MSCIジャパン
ESGセレクト・リーダーズ指数



FTSE Blossom
Japan Sector
Relative Index

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Included in the SRI (Socially Responsible Investment) Index

Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA



FTSE4Good



Acquired the highest “AAA” in MSCI ESG rating evaluation

MSCI
ESG RATINGS



CCC B BB BBB A AA **AAA**

Ranked 35th overall in the Nikkei SDGs Management Survey

**NIKKEI
SDGs**

経営調査 2021 ★★★★★

- High evaluation of “S or higher” in all four fields
- “Governance” ranks among the top 10 companies in all industries with a deviation score of 70 or more

Selected for two domestic programs as a company with outstanding ESG initiatives

“Nadeshiko” Promoting Women’s
Participation



Promotion of health
management



TEIJIN

Human Chemistry, Human Solutions