

March 26, 2018

JSR Diversity Development Office

## JSR Action Plan for the Advancement of Women in the Workplace (Second Phase)

JSR has developed an action plan that enables female employees to utilize their skills and build careers in multiple departments throughout the company.

1. Second Phase period April 1, 2018 to March 31, 2020
2. Issues at JSR
  - (a) Low percentage of women in managerial positions
    - The company has made great strides in overcoming issues hampering the continued employment of women. This is exemplified by the continued high childcare-leave and return-to-work rates among our female employees and the fact that women having longer years of service on average than their male counterparts. Despite this, the percentage of women in managerial positions is very low.
    - Because of the few female managers to serve as role models, female employees lack sufficient awareness to strive for managerial positions.
    - There has been insufficient awareness at the managerial level and know-how in regard to career planning and skills development for women returning after childcare leave and for women who have transferred into career-track positions.
  - (b) Few women hired for career-track technical positions
    - Among new graduates hired for technical positions, fewer women are hired than men for career-track positions for several reasons, the primary being that fewer women than men graduate from the chemical science and life science fields that are targeted for these positions.
3. Quantitative goals
  - (a) Percentage of women in managerial positions: reach 4.5 percent
  - (b) New graduate hires for career-track technical positions: multiply the ratio of applicants to hires for women by 0.8 and ensure this factor is lower than the ratio of applicants to hires for men

#### 4. Details of measures

##### *For FY 2018*

- (a) Implement the following measures for women at the assistant-manager level who are candidates for managerial positions
  - Candidates create a personal career plan with their direct supervisor and embark on medium to long-term training and development to achieve the plan.
  - Develop and implement educational plans that aim to change how female employees view managerial positions, such as providing opportunities to rethink their careers and to have personal contact with role models.
- (b) Plan and implement seminars for the company's manager class to first develop an understanding of the thinking and values of a diverse workforce, including women, and then make use of that understanding in their subordinates' career development and skills application
- (c) Prepare Q&A materials on the work opportunities for women for female applicants to technical positions and provide more detailed explanations at job fairs and briefing sessions by recruiters
- (d) Publish various articles and information on women working at JSR on the Recruiting section of our website.

##### *For FY 2019*

- (a) Continue advancing FY 2018's measures in FY 2019