

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

1. Third Phase period: April 1, 2020, to March 31, 2023

2. Current issues

(1) 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 have longer years of service on average than their male counterparts. Despite this, the percentage of women in managerial positions is low in comparison with the Ministry of Health, Labour and Welfare's industrial average (chemical industry: 8.1%).
- Because of the few female managers serving as role models, female employees are not sufficiently motivated to strive for managerial positions. Because female employees who face time limitations due to child-rearing and the like do not receive opportunities for growth, they cannot be groomed for management.

(2) Few women hired for career-track technical positions

- Among new graduates hired for technical positions, fewer women than men are hired for career-track positions for several reasons, the primary one being that fewer women graduate from the desired chemical science fields.

3. Objectives and details of measures

Quantitative goals

- (1) Achieve a percentage of women in managerial positions of 6% during the Third Phase.
- (2) During the Third Phase, attain a ratio of "applicants to hires" for career-track positions for women that is roughly equivalent to that for men, and achieve a male-to-female ratio for hires of 50% in administrative positions and 30% in technical positions.

Details of measures (for FY2020 to FY2022)

(1) Take action to raise the female recruitment rate.

- Prepare Q&A materials on "work opportunities for women" for applicants to technical positions

and provide more detailed explanations at job fairs and briefing sessions by recruiters.

- Post articles and information on women working at JSR on the Recruiting section of our website.

(2) Support career development.

- Develop and implement training for pre-section chief-level employees under the age of 30 that provides them with opportunities to consider their careers from a long-term perspective.
- Develop and implement educational plans for pre-management-level female assistant managers that aim to change how they view managerial positions by, for example, providing them with opportunities to rethink their careers and have personal contact with role models.
- Plan and implement seminars that encourage managers to develop an understanding of the thinking and values of a diverse workforce that includes women and to apply that understanding in their subordinates' career development and skills application.

(3) Introduce a mentor system.

- With the aim of helping female management candidates get a conceptual picture of their future careers and a panoramic business sense, design and implement a system that provides those candidates with opportunities to seek consultation on career development by matching them with executives and managers who are capable of serving as in-house mentors.