

Creating a Diverse and Inclusive Workplace

Development of an Organization in which All Associates Can Exercise Their Individuality and Talents



The Terumo Group refers to all of its employees as “associates” to reflect the fact that they are viewed as valued colleagues. The growth of Terumo comes through the diverse associates around the globe who have joined Terumo to work, learn and grow vigorously in a way that suits each of them. By implementing our global human resources strategies and supporting our associates to perform at their best, we are driving the development of global management of the Company. We will realize the enhancement of corporate value by strengthening associates’ identification with our Group mission of “Contributing to Society through Healthcare,” and fostering a shared sense of Terumo’s purpose.

Human Resources Development at the Terumo Group

We recognize that the development of human resources is imperative to the implementation of Terumo Group growth strategies. With this in mind, we are implementing human resources strategies oriented toward supporting the Group’s management and businesses. Specifically we are focusing on leveraging and developing diverse leaders who will support our global business and strategic workforce planning to build new capabilities for the organization as a whole with an eye on future management strategies. In addition, we are building an environment in which associates are able to fully exercise their ability. To this end, we encourage each associate to adopt a “learning mindset” to continue to learn new things on an ongoing basis and we assist their continued growth. We are also focusing on promoting effective collaboration beyond the boundaries of specific businesses, functions, and regions to realize a better Associate Experience.



TOPICS

Developing Human Resources to Lead Global Management

The Terumo Group is working on various initiatives to support its associates flourish in our global organization. As one of such initiatives, we defined the leadership skills and competencies that will be required in order to meet the Terumo Group’s future business challenges, and we launched the Global Leadership Development Program for executives to develop global management talent that possesses these skills and competencies in fiscal 2019. In this 18-month program, associates selected globally who are potential candidates for managerial positions in the future take on the challenges to generate new value for Terumo through collaborations with one another.

In addition, we launched a global internship program in fiscal 2019. The program was targeted at students who graduated from overseas universities or foreign students, with the aim of recruiting excellent talent regardless of nationality. After experiencing working at Terumo in Japan and learning about its businesses through the internship program, two students from Taiwan and Vietnam joined Terumo in fiscal 2020.



Associates who joined Terumo after going through the global internship program

Creating a Diverse and Inclusive Workplace

Development of an Organization in which All Associates Can Exercise Their Individuality and Talents

Diversity and Inclusion

At the Terumo Group, as a global corporation with unique excellence, we position diversity and inclusion as a shared foundation for the entire Group. We promote acceptance of diverse associates, of all ethnicities, nationalities, genders, religions, and disabilities, and we promote mutual respect for one another as individuals, with the aim of creating working environments that enable associates to grow together with the organization. By accepting a wide range of differing values and fostering mutual recognition of diversity, we are promoting diversity management with the aim of being a company where varying ideas and knowledge are fused to create new value. This aspiration is exemplified in the inclusion of "Respect—Appreciative of others" among Terumo's Core Values.

Promoting Active Participation by Female Associates

As one facet of Terumo's diversity management efforts, senior management is committed to promoting active participation by female associates and reinforcing such initiatives. In Japan, we set the target of having at least 8% of Terumo's managers be women by March 31, 2022. To accomplish this goal, we are developing workplace environments that allow female associates to fully exercise their talents in an effort to promote contributions from female associates that can heighten their own awareness and skills as managers and reflect the ability to make decisions based on their own diverse perspectives.

We are also working to promote diversity and inclusion as Groupwide efforts, such as female associate networking and other activities tailored to local characteristics. As one of these initiatives, we have started events in conjunction with International Women's Day since 2020. These include messages to associates from senior management, lectures, and other original events held by Group companies.



Shinjiro Sato
President and CEO

Message from the President and CEO for Promoting Active Participation by Female Associates

To ensure the Terumo Group continues growing in a diversified global society, we are working on diversity management as an important issue for the Company. Diversity requires management. As a greater variety of people interact, we sometimes see an increase in inefficiency. This is why the desired effect cannot be achieved simply by increasing the number of people. Promoting diversity, however, leads to an increase in more diverse personnel, which generates new ideas and new value. By setting and managing numerical targets, we can achieve a more effectively diverse society. Corporate growth cannot be achieved without diversity.



Internal events held on International Women's Day
Terumo (Thailand) Co., Ltd. (left), Terumo Europe NV (right)

Enhancing Associate Experience

In order for associates to be engaged at work, grow and fully exercise their capabilities, it is important that they are able to feel a sense of purpose and engagement working at the Terumo Group. We are thus promoting a variety of initiatives to enhance the "Associate Experience," which is the outcome of the sense of purpose, engagement, and the experience gained through working at the Terumo Group.

Promoting a Global Wellness Program

The Terumo Group aims to empower all associates in their work and have them feel the value of working at the Group. In this light, we are advancing global wellness programs with this goal. In 2020, we prepared a shared global common tagline, "Your Health, Your Happiness, Our Priority," and logo for internal use, and designated five shared themes which we recognize as being particularly important, including exercise, a healthy diet, mental health, prevent and care for illness and family care. This tagline encapsulates the shared desire of associates and the entire Terumo Group to protect the health of all associates. By learning from initiatives implemented worldwide and making progress together, we are fostering a sense of solidarity among Group associates.

TOPICS

Terumo Group Companies in India, Chile, Brazil, and Colombia Earn Great Place to Work* Certification

* Great Place to Work® is a professional organization that conducts surveys and analyses of job satisfaction in about 60 countries around the world, announcing through leading media in each country those companies and organizations that have been recognized as having reached a certain level of satisfaction. Companies that exceed a certain level of job satisfaction are recognized as Great Places to Work, and the top companies are recognized as Best Workplaces.

Comments from Human Resources Departments



Terumo India Pvt. Ltd.

Terumo India has earned this recognition for nurturing a great work culture that has been built on the foundation of its values of respect and care. The timing of the certification coming during a particularly challenging period of balancing associate safety and wellness with the organization's business goals, is particularly heartening.



Terumo Medical do Brasil Ltda.

For us, it is really a great honor that the efforts of all our associates in improving our work environment and our employee value proposition have been recognized. The objective of participating in the survey is really to build a work environment with a culture of openness and respect while further improving people management practices.



Terumo Chile Ltda.

The survey provides us the opportunities to listen to the voices of all associates and to measure where we need to improve. We strive to create a culture of respect and trust by making improvements in the work environment as well as through management practices based on the survey results.



Terumo Colombia Andina S.A.S.

At Terumo Colombia Andina, our associates are the backbone of our organization. For this reason, we would like each of our associates to get to know and communicate with us closely, with a genuine interest in developing and building a culture based on the pillars of respect, camaraderie and pride.