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. We recognize our associates as important assets in order for them and the Terumo Group to grow together and contribute to society through healthcare. Based on this recognition, we cultivate workplaces that are conducive to contributions by diverse individuals and place emphasis on the growth of associates and increasing their value to the Group.

Number of Terumo Group Associates by Region (As of March 31, 2020)

- Japan: 6,000
- Americas: 11,256
- Asia and Others: 6,908
- EMEA: 2,274

Human Resources Development

The Terumo Group currently has around 26,000 associates, approximately 80% of whom are overseas. In 2018, Terumo appointed a chief human resources officer (CHRO) to oversee human resources strategies on a global basis as future growth prospects were becoming increasingly global. Under the guidance of the CHRO, we are cultivating the human resources who will support Group management and businesses in order to drive the Group’s growth strategies. Specifically, we are implementing human resources initiatives based on three pillars: (1) facilitating contributions from diverse leaders supporting global businesses, (2) enabling associates to exercise their full potential, and (3) promoting effective collaboration beyond the boundaries of specific businesses, functions, and regions. Based on these pillars, we are coordinating human resources measures to share issues between Group companies in Japan and overseas. In addition, we assembled a dedicated human resources team comprised of members from various regions and organizations in April 2020 to advance globally shared human resources measures.

Diversity and Inclusion

At the Terumo Group, we promote acceptance of diverse associates, of all ethnicities, nationalities, genders, religions, and disabilities, and respect for 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 promoting mutual recognition of diversity, we aim to be a company where differing 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.

At the moment, Terumo is focused on systematically cultivating female leaders who can participate in the decision-making process, increasing the number of leaders who can manage diverse work styles, and developing workplace environments and cultures that enable diverse human resources (non-Japanese individuals, people with disabilities, members of the LGBT community, senior citizens, etc.) to exercise their talents.

Initiatives at Business Site in Japan—Fujinomiya Factory

The Fujinomiya Factory is building workplace environments and cultures that are open and comfortable for all associates. In fiscal 2019, the factory’s two diversity promotion representatives, with aid from the head office’s Diversity Promotion Department, arranged training sessions for fostering understanding regarding members of the LGBT community and people with disabilities. These training sessions used case studies to help participants better understand the feelings of members of the LGBT community and to teach about the struggles faced by people with disabilities. Through this experience, the participants came to realize the importance of using their own imagination to think and act from the perspectives of others. Going forward, we will continue to hold such training sessions while refining our workplace environment to create an environment that allows all associates to fully exercise their talents and contribute.

Initiatives at Overseas Business Site—Terumo Australia Pty. Ltd.

We at Terumo Australia (TAUS) are now proud to have been recognized by Diversity Council Australia (DCA) for being an Inclusive Employer 2019-2020. In 2018, TAUS developed a strategy to promote diversity and inclusion. We have made various efforts to ensure that the attitudes and behavior of accepting associates with diverse backgrounds take root throughout the company. There are over 20 ethnic backgrounds of associates currently working at TAUS. Our gender balance in manager positions is about 50:50, and 73% of our associates are female. Diversified associates will bring various ideas and knowledge to the organization in the company and contribute to the improvement of our service quality.

Masanobu Yano
Factory Manager
Fujinomiya Factory

Michelle Vrab
HR Manager
Terumo Australia Pty. Ltd.

Meeting of global human resources leaders
**Promotion of Active Participation by Female Associates**

As one facet of the Company’s diversity management efforts, Terumo’s senior management has committed itself to promoting active participation by female associates in Japan. We have set the target of having more than 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 make decisions based on their diverse perspectives. We are also promoting the contributions of female associates on a Groupwide basis.

The United Nations has declared March 8 to be International Women’s Day. The Terumo Group endorses the goals of International Women’s Day, and we held internal events on a worldwide basis in recognition of the day in 2020. For example, members of senior management offered messages for associates, and discussion forums were arranged in which female associates talked about the future of Terumo. A sense of solidarity was fostered throughout the Group via original, simultaneous global events.

**Health and Productivity Management (“Kenko Keiei”)**

As a company that contributes to healthcare, Terumo believes it is important to protect the health of its own associates. With its senior management having committed its support to Kenko Keiei (Health and Productivity Management), Terumo is encouraging keen health awareness among all associates. Terumo has defined four priority themes for Kenko Keiei: (1) reduction of ratio of smokers and ratio of associates diagnosed with metabolic syndrome, (2) early diagnosis and treatment of cancer to enable associates to return to the workplace, (3) women’s health, and (4) encouragement of self-help. The cross-organization Terumo “Kenko Keiei” Promotion Team, which is comprised of roughly 60 members from the Human Resources Department, our corporate health staff, and the Terumo Health Insurance Society, plays a central role in sharing activity examples and issues to ensure a uniformly high level of activities. In addition, on-site issues are tracked and analyzed to formulate shared Companywide Kenko Keiei policies and annual plans. The results of these plans are verified quantitatively and qualitatively to facilitate improvements in measures.

**Promoting Global Wellness Programs**

The Terumo Group aims to empower all associates in their work and have them share the same values through working at the Group. We are advancing global wellness programs with this goal. By learning from initiatives implemented worldwide and making progress together, we are fostering a sense of solidarity among Group associates. In 2020, we prepared a shared global common tagline and set five common themes (exercise, healthy diet, mental health, prevent & care illness, and family care) which we recognize as important.

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Global common tagline
YOUR HEALTH, YOUR HAPPINESS, OUR PRIORITY.
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This tagline encapsulates the shared desire of associates and the entire Terumo Group to protect the health of all associates.

Note: The tagline and logo are only used internally within the Terumo Group.

**Initiatives at Overseas Group Companies**

- **Health encouragement at factory and healthy meal available at cafeteria** (Terumo Vietnam Co., Ltd.)
- **Online health program** (Terumo India Pvt. Ltd.)
- **Associates exercising in on-site studio** (Terumo BCT, Inc.)
In response to the COVID-19 pandemic, people around the world were asked to stay home. As I continued to telework, I endeavored to move away from my normal way of thinking to transform my mindset in order to reframe this occurrence as a positive. One aspect of this undertaking was to change how I used time. As schools were also closed, I was not the only one at home. My children, who were normally active in school sports, were at home too, and we were all suffering from a lack of exercise. We addressed this by using lunchtime, when it is easier to coordinate our schedules, to take a break and go running or practice our footwork. All it took was 30 minutes to quickly change, exercise, and then end with a shower. This new lunchtime tradition served not only to address our lack of exercise; it also gave my brain a break, heightening my concentration and motivation in my work.

Under the new normal, which allows us increased freedom in our workplace and work hours, I think it is more important than ever to consider the productivity of one's work style. Based on this experience, I will continue to refine my own work style while helping the members of my team fully capitalize on their skills.