

# Diversity Report

Vol.2



# Diversity Report

— CONTENTS —

- Message from the President
- Dialogue  
“Aiming to create a workplace where diversity helps boost competitiveness”  
Tsukiko Tsukahara, President, Kaleidist K.K.  
Rumiko Nakata, Director of the board,  
Managing Executive Officer, Mitsubishi Chemical Corporation
- “Mitsubishi Chemical Has Decided”:  
The 30 Declarations
  - ◇ Safe, secure and positive workplace
  - ◇ Respect and accept each other
  - ◇ Self-fulfillment: Win-win relationship between employees and the company
- Features

## Message from the President

We will create a corporate culture that encourages all to be “positive, cheerful and energetic” and foster KAITEKI Health and Productivity Management to help the members of our diverse workforce thrive.

### Masayuki Waga

President & CEO  
Mitsubishi Chemical Corporation



### Reconsidering employee health and work styles in the face of a social crisis

At a time when we are collectively experiencing a period of great change, I am reminded that companies are called upon to continuously identify the concerns of society and meet its needs. As our mission as a chemical manufacturer, we must contribute to enriching people’s lives and providing them with ever greater convenience, and we also need to address social issues at each point in time and propose how to solve them through our business. This is the basic stance of our company, which will lead us to the realization of KAITEKI — the vision upheld by the Mitsubishi Chemical Corporation (MCC) Group.

People are the driving force behind the realization of KAITEKI. Unless individuals can work vigorously as they are, namely in a state of “KAITEKI,” they will be unable to contribute to increasing the comfort of others, to society and to the Earth itself. Wanting to help employees to exert their abilities by working in a healthy and vigorous way, MCC has been fostering KAITEKI Health and Productivity Management and has improved the workplace environment through a range of measures. In 2020, in response to the spread of the novel coronavirus, we fostered teleworking, which we had already introduced to the company, with much greater speed to control the spread of infection. In the process, we have confronted issues that must be addressed to further promote this work style, including a drop in the communication speed and a shortage of communication devices due to the sudden increase in the number of employees using the online system at the same time. Moreover, because the MCC Group is supplying materials indispensable for daily life and medical treatment, we have no choice but to ask our manufacturing staff to continue to commute to their workplaces, although it pains us to do so. The

novel coronavirus has had a tremendous impact on our society, but I think we need to regard this crisis as an opportunity to reconsider employee health, safety and work styles, while addressing emerging issues as we go forward.

### Raising awareness through the “Mitsubishi Chemical Has Decided” declarations

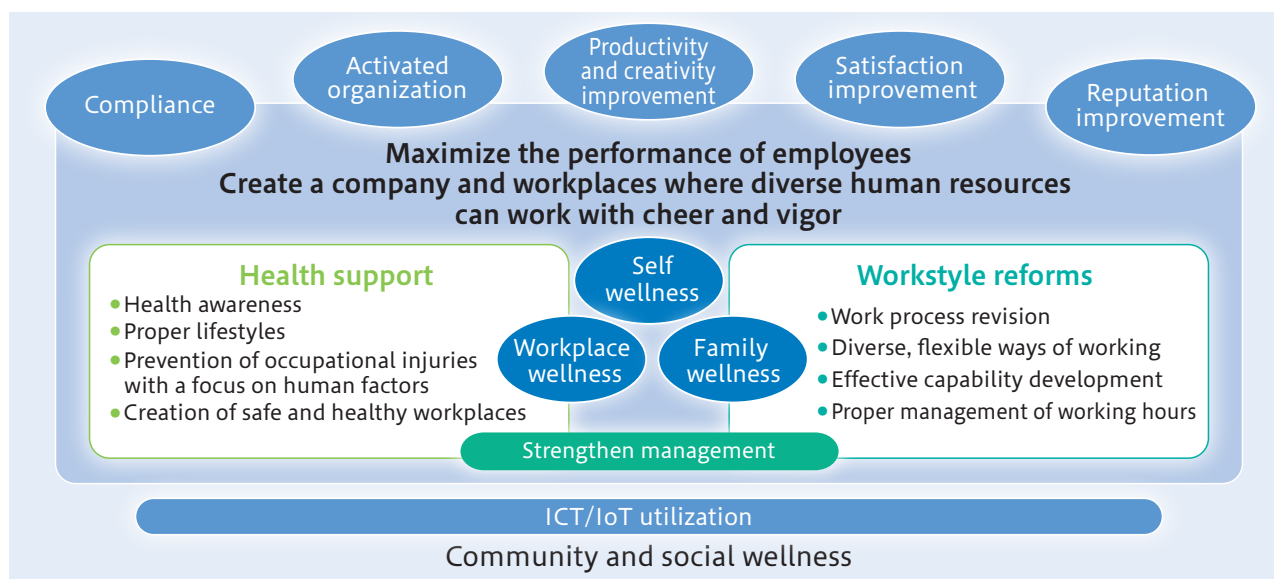
Under the banner of KAITEKI Health and Productivity Management, I have long been communicating to employees the importance of being “positive, cheerful and energetic,” which can be associated with various words, such as “work,” “enjoy” and “live,” and I think all people want to lead their lives in a “positive, cheerful and energetic” manner. In order for our employees to be “positive, cheerful and energetic” at their workplaces, we made 30 declarations under the title, “Mitsubishi Chemical Has Decided” in June 2019, in which we show specific measures to be taken to this end.

Based on the requests made by employees and on the results of employee awareness surveys, I led the formulation of the outline of the declarations, and employees in charge worked together to decide on the details. We chose “Mitsubishi Chemical Has Decided” as the collective title for the declarations to indicate that we have already made the declarations and are strongly committed to implementing them and that they are not just plans to be implemented someday in the future.

The 30 declarations include declarations about new measures and also those related to existing systems that were not widely used by employees. Those that belong to the latter type include the declaration, “We will achieve a rate of 100% of eligible male employees taking child care leave or shortened working hours,” which refers to a right given to all employees.



## Conceptual diagram for KAITEKI Health and Productivity Management



However, the actual rate of men exercising this right has been very low. We have therefore made the declaration as a clear message that we also want men to exercise the right. Various other personnel measures mentioned in the declarations are generally accepted favorably by employees, although some of the measures have been met with surprise.

In order to implement the measures across the company, it is critical to raise the awareness of employees and narrow the generation gaps that exist within the company. Many of the current departmental leaders belong to a generation of people who took for granted the gender-based division of roles, the seniority system and giving priority to work over private life when they were young. Although these ideas are no longer acceptable based on the present standards, the leaders tend to be unaware of this fact and demand that their subordinates and younger employees behave as they did.

I do not mean to blame any individuals from that generation but want them to understand that the social environment has greatly changed and to become aware of the need for them to also change in response to social changes. I also want younger employees to try to understand and learn from the experiences of the older generations, who have backgrounds that are different from their own.

### Transforming diverse values into capabilities under the banner of “KAITEKI”

MCC is a company that expanded through mergers, and its employees come from a variety of backgrounds. It is therefore extremely important for the company to foster diversity. The MCC Group has around 40,000 employees on a consolidated basis, and already the ratio of employees working outside Japan to those working in Japan has reached 1:2, proving the


progress of globalization in the area of human resources. Also, we have recently expanded mid-career employment, which is accelerating the diversification of the company’s workforce.

Although we are a chemical manufacturer, we are conducting business in a range of fields, including films and energy. Accordingly, employees are tasked with duties that greatly differ by department, and the worlds that they see also differ by department. Under these circumstances, what we should aim to become is an entity that can transform diversity into capability by drawing on the strength of each employee, and this is indeed a requirement that we need to meet as an integrated chemical manufacturer engaging in a range of business domains. At workplaces where diversity is promoted, there should be no absolute values. Instead, we have the concept of “KAITEKI,” which we are upholding as a slogan for our vision and on which employees can rely as their guideline.

In order to embrace diversity, it is important to try to understand different values. As the basic approach to this, each person needs to listen to others to find out what is bothering them and what lies behind their thoughts, instead of just imposing their own opinions. Then, if everyone can share knowledge and know-how with each other, they will be able to develop themselves and also help develop the company. Moreover, if individual employees try to work in a “positive, cheerful and energetic” manner, it will naturally lead to the establishment of a workplace culture that fosters diversity.

As a business leader, I am devoted to making MCC an even better company, and I want all employees to have the courage to express their opinions and take initiative to change the company, rather than giving up on the idea because they think that because it is a large company it cannot readily be changed. I would like to make a concerted effort with all employees to make tomorrow better than today, even if just a little.

# Aiming to create a workplace where diversity helps boost competitiveness



**Tsukiko Tsukahara**  
President  
Kaleidist K.K.



**Rumiko Nakata**  
Director of the board  
Managing Executive Officer  
Mitsubishi Chemical Corporation

What does it take to respect the individuality of employees and help them better fulfill their potential? How do you deal with and overcome unconscious bias? We invited Tsukiko Tsukahara, president of diversity & inclusion consultancy Kaleidist, to the head office for a dialogue with Director and Managing Executive Officer Rumiko Nakata, as detailed below (with honorific titles omitted).

### Overcoming unconscious bias for the evolution of the company

**Tsukahara:** The other day, I served as lecturer for the training seminar on unconscious bias held by your company. Almost all of the officers took precious time out of their schedule to participate in the seminar, which I think is really wonderful. Also, it greatly impressed me that the participants showed great interest in how to make use of what they learned in the classroom seminar to actually foster innovation and organizational progress at their company.

**Nakata:** Initially, some of the participating officers seemed to be embarrassed about the content of the seminar, but gradually opinions began to be proactively exchanged among them and after the end of the seminar, many of them said something like, “I want to implement what I have learned today at my department.” I was one of the participants and learned a lot based on the recognition that overcoming unconscious bias helps foster diversity & inclusion.

**Tsukahara:** Unconscious bias is an inherent and helpful mechanism that people have that allows them to make prompt decisions, but if it expresses itself too strongly in certain situations, such as in employment and evaluation processes, it can have adverse impacts on the results. If individuals are then prevented from living up to their full potential due to decisions made based on biased assumptions, it can have adverse impacts on organizational productivity and competitiveness.

**Nakata:** I think our company has lots of excellent workers, but individual employees cannot always fulfill their potential. Although we are all aware of the importance of diversity at the company, there are cases in which decisions made in consideration of others unfortunately deprive them of opportunities that would otherwise be given to them. For example, a manager might decide not to send a subordinate on a business trip, thinking, “I cannot ask her to go because she has a child.”

**Tsukahara:** In fact, diversity and inclusion are two different things. Diversity implies that employees need to be treated as individuals, while inclusion means to take full advantage of the differences among individuals for their own growth and the development of the organization. It is important to create a workplace that is diverse and also make it inclusive. Unconscious bias is one of the factors that hinder inclusion and should be overcome if you want to enhance your organizational strength.

### Diversity & inclusion aimed at in the “Mitsubishi Chemical Has Decided” declarations

**Nakata:** In order to create a workplace where a diverse group of people can work vigorously, we announced “Mitsubishi Chemical Has Decided” about one year ago. Employees initially showed different levels of interest in the declarations, but we have gradually made progress since then, as demonstrated in the numbers, such as the rate of employees who took paid holidays for at least three consecutive days

and of male employees who took child care leave. But we will not stick to just the 30 declarations; instead I think it is necessary to review them to make further progress.

**Tsukahara:** The 30 declarations are concise and easy to understand, and they well express what kind of company you aim to become. By sharing actual good examples including minor ones across the company, I think your employees can increase their motivation, thinking “Then we can do it too” and “Our department will also devise a measure like this one.”

**Nakata:** Since the end of the previous fiscal year, we have been facing difficulties caused by the novel coronavirus. Ironically though, the disease seems to have provided us with a driving force to foster diversity. Although we had been promoting teleworking, employees tended to regard this work style as one that was adopted only by some employees who were in special situations. Now, however, to prevent infection, many of our office workers work from home and their concept of teleworking has greatly changed.

**Tsukahara:** In preparation against the second and third waves of the pandemic, “new normal” styles will further expand. In a shift to telecommuting, the presence of certain people might increase while that of others decrease. Also, by working from home, you can concentrate more on your immediate task without the need to share your time or space with others. However, please note that this way of working also makes it possible for you to avoid hearing what you don’t want to hear. Under such circumstances, it is becoming increasingly important to accept others’ opinions and to be open to others, and thus to be inclusive.

**Nakata:** At our manufacturing facilities, lots of employees are still working on-site to ensure the continuous supply of products that are indispensable to society. They have no choice but to commute to their workplaces. We solicited messages to these employees from those working from home and received a lot of encouraging and warmhearted responses. Moreover, employees proactively discussed how to make social contributions as a chemical manufacturer, which led to the development of sterilizers and protective gear for medical use. We donated these to medical facilities and received lots of letters of thanks, which were really encouraging to us. I believe we can give consideration to each other’s situation regardless of our individual positions, and this helps promote diversity & inclusion.



**Tsukahara:** Beyond working on-site at the facilities, which is not easy in this difficult situation, your employees also proposed ideas to contribute to solving the current social problem on the front line, which is amazing. In this extraordinary moment, I think the difference between companies that work to take good care of their employees and those that don’t

is becoming clear. What I have just heard from you will provide the foundation to enhance employee engagement at your company.

## Fostering small changes in individual behavior to make great changes for inclusion

**Nakata:** As a challenge to meet going forward, we need to think about how to instill important ideas at our sites. Most of our site leaders belong to the generation of people who have always done what they were told by their bosses and cannot easily escape this kind of “top-down” mindset.

**Tsukahara:** Unconscious bias can be reduced to some extent if individuals become aware of the fact that such bias makes them unconsciously say and do the same thing repeatedly. In particular, leaders need to understand that what was successful in the past will not always work well again. They need to be humble enough to ask for younger employees’ opinions and be generous enough to let their subordinates make mistakes.

**Nakata:** Leaders working on the front line need to truly understand the importance of diversity & inclusion and regard it as their role to change the mindset of on-site employees. Leaders need to communicate what they are thinking, and all members of the team need to understand the leaders’ thoughts. In addition, leaders must understand what the members think, and I think a system that facilitates this needs to be built.



**Tsukahara:** If people with different ideas exchange opinions, it will of course generate conflicts, and you should think about how to deal with the conflicts and ensure that all members will understand each other to produce a positive outcome. In particular, for unconscious bias, you need to take corrective actions. Face your own unconscious bias, rather than thinking about it as a problem other people have. And when you see someone say or do something due to unconscious bias, you need to be courageous enough to point it out to the person. I hope that workplace leaders will take a small step to change their own behavior toward making great changes with all members of their teams.

**Nakata:** Mitsubishi Chemical was established by the integration of different companies and is made up of people with various backgrounds. By facing our own unconscious bias and overcoming it, we will make the company a place where every person can thrive and feel satisfied. Thank you very much for today.

---

### Profile of Tsukiko Tsukahara

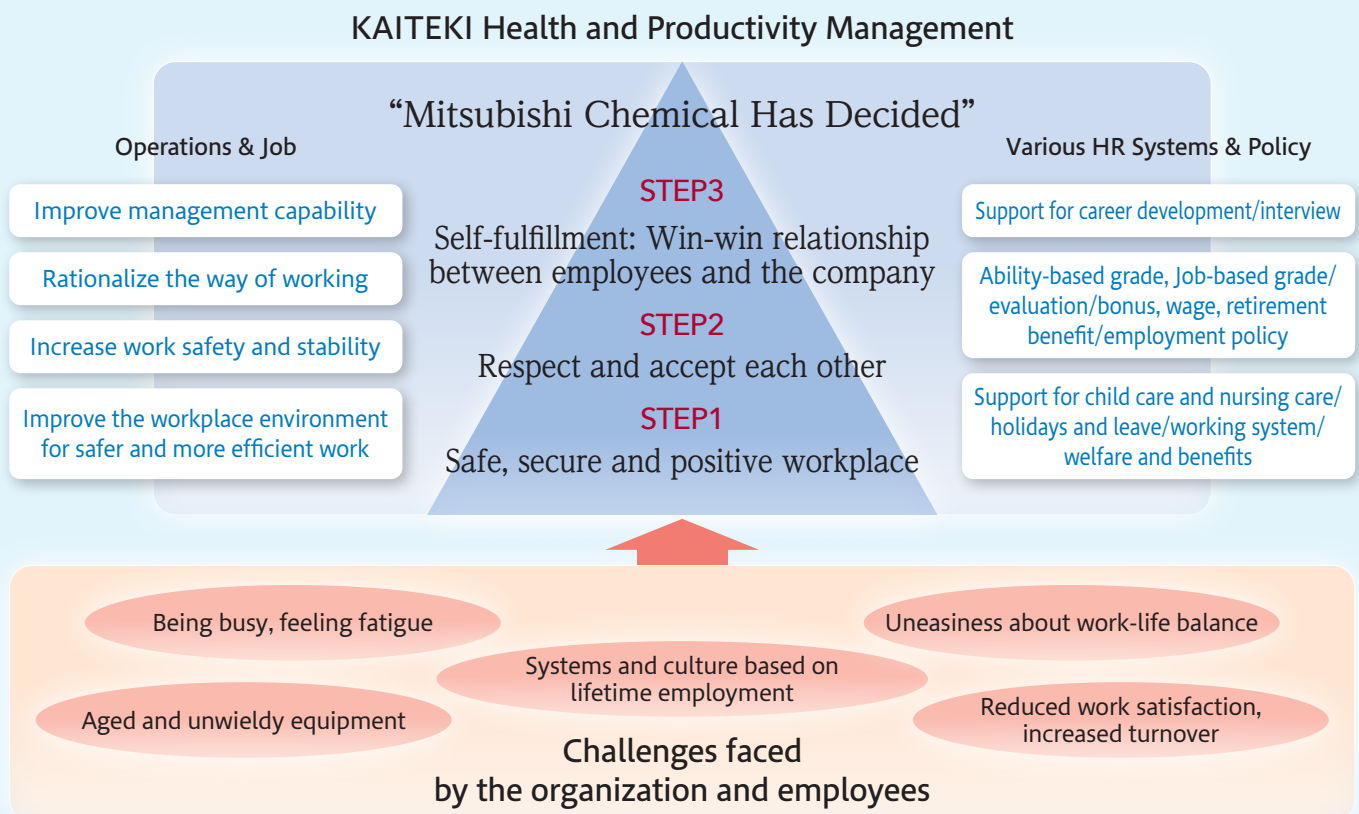
Founded Kaleidist K.K. in 2018 to provide consulting and advisory services and hold lectures and training on themes such as the importance of diversity & inclusion and inclusive leadership. Previously worked for Catalyst Japan, Boston Consulting Group and the Ministry of Transportation (present Ministry of Land, Infrastructure, Transport and Tourism).

To create workplaces where a diverse group of employees can thrive

# “Mitsubishi Chemical Has Decided”

In June 2019, MCC made 30 work style-related declarations under the title, “Mitsubishi Chemical Has Decided.” The Mitsubishi Chemical Holdings Corporation (MCHC) Group, meanwhile, is fostering KAITEKI Health and Productivity Management. As part of its effort to implement specific measures for such management, MCC is promoting unique work style reforms with an eye to building the foundation for high levels of productivity and creativity by creating workplaces where diverse employees can work cheerfully and vigorously. The declarations show the direction in which MCC is heading in its work style reforms and its strong commitment to realizing the vision of KAITEKI Health and Productivity Management by implementing new measures in addition to the conventional personnel measures adopted by the company.

Conceptual diagram for “Mitsubishi Chemical Has Decided”



## Formulation and management process

The declarations were formulated by incorporating employees’ opinions about what kind of company they wanted MCC to become. We will implement the declarations, while increasing the themes to be addressed by the company through communication with employees.



Officers in charge of personnel affairs visited the departments to talk with a total of around 600 employees. Based on the results as well as on those of employee awareness surveys, we identified the challenges to be met by our organization and what employees expected from the company.

A working group headed by the president (secretariat: personnel dept.) summarized the collected opinions to clarify the future direction of the company and set the personnel measures to be implemented in the form of declarations.

We then designated the personnel and departments in charge and decided on the annual targets to concretize the declarations and take actions. We will continue to do this activity to realize the declarations.



## “Mitsubishi Chemical Has Decided”: The 30 Declarations

### Basis for KAITEKI Health and Productivity Management

|               |  |
|---------------|--|
| Declaration 1 | We will promote KAITEKI Health and Productivity Management.  |
| Declaration 2 | For the sake of the maintenance and control of employees' health, we will engage more actively and effectively in the prevention and treatment of diseases, and achieving a balance with work. |
| Declaration 3 | We will position the organizational management and cultivation of subordinates based on KAITEKI Health and Productivity Management as priority issues of personnel with titles.                |
| Declaration 4 | We will eliminate harassment at workplaces.  |

#### Safe, secure and positive workplace

→ P7

|                |  |
|----------------|--|
| Declaration 5  | We will eliminate workers' accidents.  |
| Declaration 6  | We will fully implement countermeasures against passive smoking at workplaces.   |
| Declaration 7  | Personnel assignments will be reviewed so that employees at the manufacturing sites will also be able to take appropriate holidays and leave.                                |
| Declaration 8  | We will improve the toilet environment at the manufacturing sites.   |
| Declaration 9  | Unpaid overtime work is not acceptable.  |
| Declaration 10 | Teleworking will be promoted.  |
| Declaration 11 | “E-mailing on holidays” and “ordering the preparation of documents assuming work on holidays” are prohibited.  |
| Declaration 12 | All employees will take a vacation of three consecutive days.  |
| Declaration 13 | The head of an organization who lets subordinates take sufficient paid holidays will be evaluated and recognized by adding the factor to the evaluation/recognition items.   |
| Declaration 14 | We will actively provide support in cases where an employee wishes to accompany his/her transferred spouse or wishes to return to the parents' home to provide nursing care. |
| Declaration 15 | We will support employees who are rearing children from a long-term perspective.   |
| Declaration 16 | We will achieve a rate of 100% of eligible male employees taking child care leave or shortened working hours.  |
| Declaration 17 | Shortened working hours can also be applied under other personal circumstances such as taking care of a sick family member.  |
| Declaration 18 | We will eliminate retirement due to providing nursing care for a family member.  |

#### Respect and accept each other

→ P8

|                |   |
|----------------|---|
| Declaration 19 | We will convert our workplace into a space in which diverse human resources can work together actively and with enthusiasm regardless of gender, nationality, disabilities, sexual orientation, gender identity, etc. |
| Declaration 20 | We will promote employment across the company by expanding the scope of work for people with disabilities and improving the workplace environment.  |
| Declaration 21 | Welcome Talent! In addition to new graduates, we will aggressively conduct mid-career employment.   |
| Declaration 22 | Welcome Back! We welcome people coming back to our company with experience at other companies.  |
| Declaration 23 | We will provide support (training, etc.) for all employees so that each one will be able to work comfortably after joining the company.   |
| Declaration 24 | Appointment will be conducted considering duties, experience and contribution rather than age and years of service.   |
| Declaration 25 | The experience of taking child care leave and nursing care leave, etc. is valuable, and thus taking holidays will not be treated disadvantageously upon appointment, promotion and evaluation of employees.           |

#### Win-win relationship between employees and the company

→ P9

|                |   |
|----------------|---|
| Declaration 26 | We will ensure that a career design interview is conducted to support each employee's growth.   |
| Declaration 27 | We will ask what each employee's own career ambitions and desired job are before appointing or developing an employee for a certain position. |
| Declaration 28 | We will support employees who have a positive attitude about learning.  |
| Declaration 29 | Train yourselves outside MCC!   |
| Declaration 30 | We will support employees who have a positive attitude about volunteering.  |

# Safe, secure and positive workplace

**“Mitsubishi  
Chemical Has  
Decided”**

- We will improve our work environment to give employees and their families peace of mind and make it easier for employees to continue working while raising children, taking care of other family members or dealing with an illness.
- We will appropriately manage employees' tasks and working hours to increase the company's productivity and efficiency.
- We will repair our facilities and improve the work environment for higher safety and productivity.

Declaration 8

## We will improve the toilet environment at the manufacturing sites.

Men used to account for a large proportion of our manufacturing staff, and issues such as “There are no restrooms for women” and “The facilities are too old” have been raised by employees as points to be improved. In response, in 2019, we launched the three-year Sokai project, in which we will improve the several hundred restrooms located on the premises of our factories across Japan. We have already started repair work at more than 100 locations to improve the work environment so that all employees, including women and older workers, can work in comfort.

Declaration 10

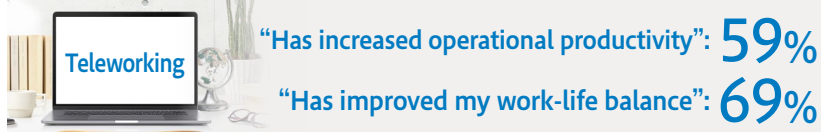
## Teleworking will be promoted.

Since introducing a teleworking system in November 2017, we have been implementing it without limiting the number of days on which employees are allowed to work from home, with employees only being asked to work at the office at least once a week in principle. After the Japanese government declared a state of emergency against the novel coronavirus in April 2020, we asked all employees working at the head office to work from home in principle, and almost all of them shifted to teleworking. We will continue to identify new challenges and implement measures to meet them, including issues related to communication and on-site operations, thereby fostering work style reforms for a “new normal” at work.

Rate of employees who worked from home during the state of emergency period **Head office: About 100%** **MCC as a whole: 74%**

\* According to the results of the survey conducted targeting MCC employees working the day shift (regardless of type of employment) (No. of valid responses: 7,530)

Results of the questionnaire survey conducted on participants in the 2019 “Telework Days” event (Jul. 22 to Sept. 6)



\* No. of respondents: 2,552

Declaration 16

## We will achieve a rate of 100% of eligible male employees taking child care leave or shortened working hours.

MCC has been implementing a range of systems to help employees maintain their work-life balance and make meaningful contributions according to their individual situation and stage of life, such as support systems for child care, nursing care and treatment of illness, and for employees with a family member relocating for work. However, the use of the child care leave system had not been widely used among male employees. In response, we declared our aim to achieve a “rate of 100% of eligible male employees taking child care leave,” which raised employees' awareness and understanding of the system, leading to an increase in the number of male employees who took child care leave (more than double year on year). While fostering the use of the system, we are also working to ensure the appropriate management of our personnel evaluation system so that employees who have taken child care leave will not be treated disadvantageously.

Rate of eligible employees who took child care leave **In FY2018: 4.4%** **In FY2019: 10.1%**

## Major work-life balance support systems (as of September 2020)

### Flexible work styles

- Teleworking system and provision of satellite offices
- Flex-time system
- System for employees to carry forward unused paid leave (“Livelihood support leave”)
- System for employees to specify their desired place of work

### Child care and nursing care

- Child care leave
- System for employees to work shorter hours for child care (until the child finishes the third-grade school year)
- System to support employees' early return to work (return support program, advisory service to help them find nursery schools for their children, and partnering with nursery schools)
- Financial support for child care fees
- Paternity leave
- Long-term nursing care leave (one year) and intermittent nursing care leave
- System for employees to reduce work hours/days to provide nursing care (for a necessary period)
- Financial support for nursing care
- External contact point for nursing care-related advice (free of charge)

### Others

- Volunteer leave
- System for employees to take leave to accompany their spouse on an overseas transfer
- Fertility treatment leave
- Financial support for the payment of home care services

## Voice of a user

Took child care leave for three months at a manufacturing site

Kazumasa Shigemura

(Spinning Sec., Acrylic Fiber Manufacturing Dept., Hiroshima Plant)  
\* Affiliation at the time of taking the leave



As the leader of the day-shift team, as a precondition for taking three months of child care leave I thought it necessary to provide sufficient education to the person who would take over my role. Accordingly, I began making preparations at the end of the preceding year and consulted with my boss soon after the start of the year in which I was able to take the leave thanks to the kind support of my colleagues and boss, the open workplace atmosphere, and encouraging words from my female colleagues.



# Respect and accept each other

“Mitsubishi  
Chemical Has  
Decided”

- We will treat employees in a highly transparent manner according to the level of their achievements and contributions.
- We will respect various values and ways of thinking based on the recognition that everyone is different.

Declaration 19

**We will convert our workplace into a space in which diverse human resources can work together actively and with enthusiasm regardless of gender, nationality, disabilities, sexual orientation, gender identity, etc.**

## Raising employees' awareness under the leadership of the management team

In May 2020, we held an online training seminar on unconscious bias for the management team to raise their awareness of such bias, which hinders the promotion of diversity & inclusion. Participants proactively exchanged opinions and recognized the fact that unconscious bias does exist in their organizations and within themselves, thereby getting tips to foster behavioral reforms for the creation of inclusive workplaces.

During the period from Aug. to Sept. 2020, about 1,200 managers of MCC received the same training.



Online training on unconscious bias (held for the management team)

## Making support systems also applicable to same-sex couples

In October 2019, we made the support systems available to employees with spouses applicable also to employees having partners of the same gender. In addition, we held lectures, e-learning and other events to deepen employees' understanding of gender diversity.

Around 14,000 employees of MCC participated in the e-learning event.



Seminar on LGBT people held for managers in the head office district (Oct. 2019)

## Joining “The Valuable 500”

In April 2020, we joined The Valuable 500, which is an international initiative to empower people with disabilities, in support of its ideas and activities. Accordingly, we will further enhance our measures to promote the employment of people with disabilities in order to become a company that can meet the expectations and needs of our increasingly diversified society.



<https://www.thevaluable500.com/>

Declaration 24

**Appointment will be conducted considering duties, experience and contribution rather than age and years of service.**

In the fall of 2020, MCC will step by step begin implementing a new personnel system, with an eye to treating the members of our diverse workforce in an appropriate manner.

Specifically, we will shift from seniority-based assignment and treatment to treatment based on employees' job duties and level of contribution. At the same time, we will regularly hold one-on-one meetings between managers and subordinates and promote the use of our in-house recruiting system for personnel transfer, thereby helping employees to develop their careers in an autonomous manner.



# Win-win relationship between employees and the company

“Mitsubishi Chemical Has Decided”

- We will support employees' autonomous and continuous career development.

Declaration 26

**We will ensure that a career design interview is conducted to support each employee's growth.**

MCC upholds “Utilizing people's capabilities” as one of its fundamental management policies. We believe that it will help the company achieve sustainable growth if individual employees design their career in an autonomous manner. Based on this belief, we conduct annual career design interviews between managers and their subordinates. Moreover, under the leadership of the Career Design and Organizational Development Office, we are building a system to enable the company to fully support employees' career development through career education, interview skills training and provision of a contact point for individual career counseling. The number of employees seeking career consultation through the contact point has been increasing, demonstrating that a corporate culture that encourages them to think about their career with greater ownership is gradually being established.

In recognition of these groupwide efforts for career development, we received an Innovation Prize at the Good Career Company Award 2019 held by the Japanese Ministry of Health, Labour and Welfare.

No. of requests for career consultation:

FY2017: 39  FY2019: About 248



GOOD CAREER COMPANY  
AWARD 2019

**Innovation Prize**

Commendation by the Director-General for Human Resources  
Development, Ministry of Health, Labour and Welfare

Mitsubishi Chemical Corporation



Declaration 27

**We will ask what each employee's own career ambitions and desired job are before appointing or developing an employee for a certain position.**

In the past, it was taken for granted that employees of Japanese companies would obey their employer's orders regarding job transfers and personnel changes. In order to escape this old way of thinking and become a company where everyone can continue to work without interruption, we are striving to reform our systems to allow individual employees to choose work styles and careers that suit their own circumstances. We will listen to employees about where they want to work and what kind of career they want to develop, and endeavor to foster job assignment and education that can meet their requests.

As an initiative with a focus on women, we launched the Women's Council in 2018, which has the support of the president and examines action plans to foster the development of female managers and nurture a workplace culture that encourages female employees to remain in the workforce. We also hold job-specific career workshops and other activities to help female employees raise their career awareness, find role models and develop their careers.

## Voices of career workshop participants

- I felt relieved to know that I was not the only person who faced the problem and could share it with other women. The event encouraged me to continue to work hard.
- It was inspiring to have exchanges with people in different age groups and business fields.
- I was too busy doing my daily tasks to think about my own career, but I was able to remind myself which part of my work I felt passionate about and increase my job motivation through the event.
- I tended to take my workplace environment for granted, but the event made me recognize the need to make more improvements (and communicate more).
- I hope that younger employees can also receive this kind of training.



# Features

## Sharing information about our diversity measures at the meeting in Davos

In the session on gender equality held at the World Economic Forum Annual Meeting held in Davos, Switzerland in January 2020, Larry Meixner, Managing Corporate Executive Officer of MCHC, participated as lead panelist.

In the session, he introduced the measures implemented by MCC for women's empowerment and the "Mitsubishi Chemical Has Decided" initiatives, and also outlined Japan's cultural and social background. He also

emphasized the importance of Japanese companies' pursuing gender equality and making reforms from within their organizations and strongly expressed MCHC's and MCC's commitments to demonstrating leadership on gender equality issues in Japan.

MCHC became the first Japanese company to send a panelist to the series of sessions held on gender equality in Davos.



Talk session (Larry Meixner is fourth from the right.)

### Outline of the session

#### “When Women Thrive 2020” (sixth round of the event)

Held as a breakfast session hosted by Mercer, a US-based human resources consulting firm and the world's largest global asset manager.

#### • For further details on the session:

<https://www.mercer.com/our-thinking/when-women-thrive-wef-2020.html>

#### • To watch the video of the session:

[https://players.brightcove.net/4710676951001/default\\_index.html?videoId=6125389388001](https://players.brightcove.net/4710676951001/default_index.html?videoId=6125389388001)

## “Experience Japan” links employees around the world

MCC Group conducts business across the globe and has employees with a range of backgrounds, including nationality and culture. The proportion of non-Japanese employees is about one-third of the total. In 2019, MCC launched the training program “Experience Japan” to enable non-Japanese employees working at our bases outside Japan to visit and stay in the country for one year. Participants in the program learn about Japanese culture, the features of Japanese companies in general and MCC in particular and build a network with Japanese colleagues by actually engaging in operations at MCC's domestic sites. The program has provided both the trainees and the bases that host them with a precious opportunity to experience a different culture and deepen their mutual understanding.

In FY2019, a total of 14 people came to Japan from countries in Europe and Asia as the first participants in the program.



Taking on the challenge of playing the Japanese drum (April 2019)

For the “Mitsubishi Chemical Has Decided” initiatives, we have been updating information through the newsletters posted on our website. (available in Japanese only)

URL <https://www.m-chemical.co.jp/topics/news-letter/index.html>





# Corporate Profile

As an integrated chemical manufacturer, Mitsubishi Chemical provides foundational support for every aspect of industry and for people's lives. By capitalizing on our diverse technologies, human resources, and global network, we will create new value to help solve various environmental and social issues.

|                                    |  |
|------------------------------------|--|
| Company name                       | Mitsubishi Chemical Corporation  |
| Head Office                        | Palace Building, 1-1 Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8251, Japan |
| Foundation                         | August 31, 1933  |
| Establishment                      | April 1, 2017  |
| Paid-in Capital                    | JPY 53.229 billion   |
| Line of Business                   | Performance products, industrial materials and others                      |
| Sales Revenue (consolidated)       | JPY 2,338 billion (FY2019)   |
| Number of Employees (consolidated) | 40,776 (as of March 31, 2020)  |
| Group Companies                    | 314 (as of March 31, 2020)   |

## Our Focus Markets and Solutions



## Mitsubishi Chemical Corporation

Human Resources Department

Palace Building, 1-1 Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8251, Japan

