

**TEL**

Tokyo Electron

# DE&I Report

Diversity, Equity & Inclusion



◆ **02 Introduction**

**03 DE&I at Tokyo Electron / Why We Are Promoting DE&I**

**04 DE&I Targets / Focused Initiatives**

◆ **06 Data and Initiatives for Four DE&I Focus Areas**

**07 Global**

**16 Gender**

**28 Generation**

**32 Diverse Work Styles**



## ONE TEL, DIFFERENT TOGETHER

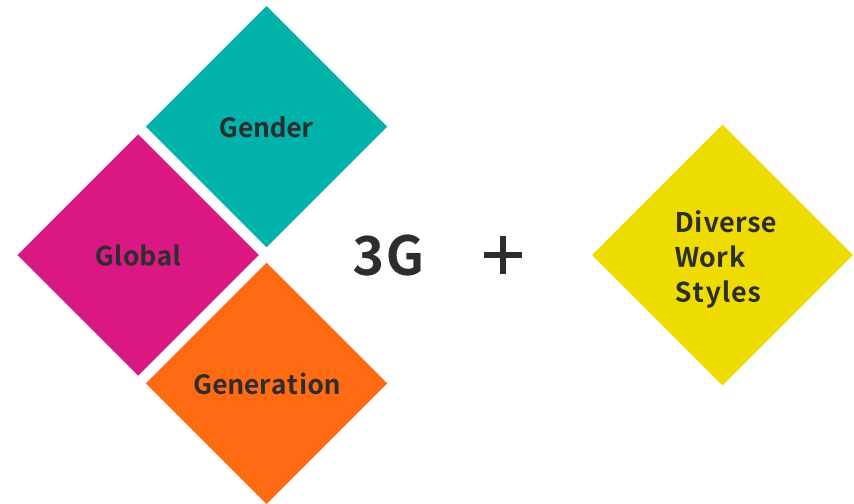
With the strong support of management, we at TEL actively promote Diversity, Equity & Inclusion (DE&I) as one of our management pillars that leads to the continuous generation of innovation and increased corporate value.

Based on the idea “ONE TEL, DIFFERENT TOGETHER™,”  
TEL Group companies are implementing various initiatives to strengthen our commitment.

\*ONE TEL, DIFFERENT TOGETHER is a trademark of Tokyo Electron Limited.

# DE&I at Tokyo Electron

TEL's engagement in DE&I consists of four focus areas, including the 3Gs (encompassing Global, Gender, and Generation aspects) and Diverse Work Styles. We are establishing a work environment where every employee can play active roles regardless of nationality, gender, age, or disability, so they can grow as creative sources of innovation.

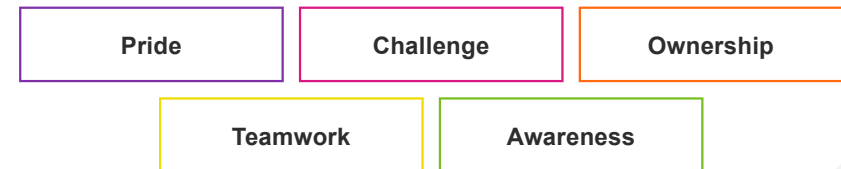


# Why We Are Promoting DE&I

We state in our corporate philosophy that “we strive to contribute to the development of a dream-inspiring society through our leading-edge technologies and reliable service and support.” Furthermore, we uphold the vision of becoming “a company filled with dreams and vitality that contributes to tech-

nological innovation in semiconductors,” and pursue technological innovation in semiconductors that supports the sustainable development of the world. The TEL Values represent the mindset we aspire to, as well as our codes of conduct and values. Sharing and practicing these values among the employees around the world has been the driving force of our growth. While our business sites are located around the world, the TEL Group is a single, borderless entity (ONE TEL) united by the TEL Values that define who we are. Now, DE&I initiatives are enhancing our readiness to accept and appreciate diversity that is inherent in TEL's DNA, driving further growth of the company. Unswerving commitment to DE&I will enable all TEL employees to realize their maximum potential, building a cultural environment in which all of us respect one another and turn our differences into strengths.

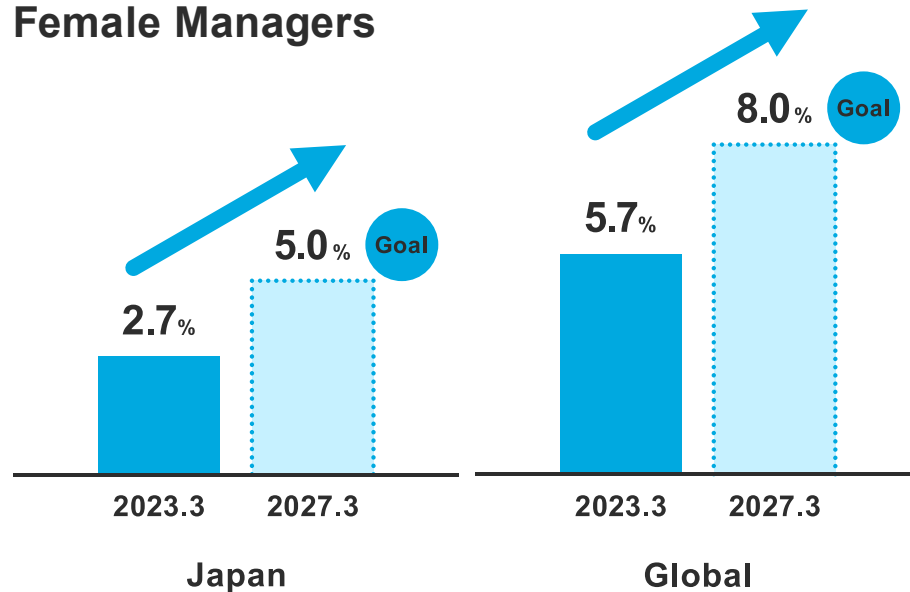
## TEL Values



## DE&I Targets and Focused Initiatives - 1

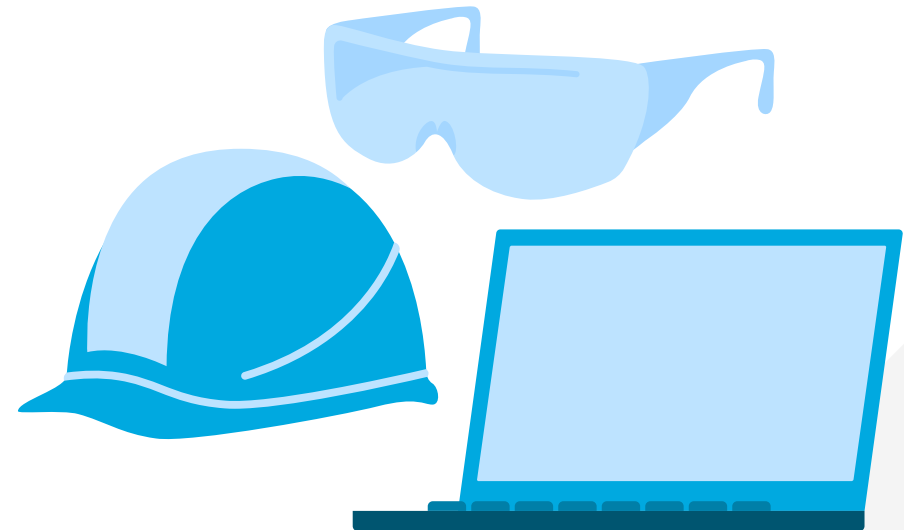
We have selected the following DE&I targets and focused initiatives, aiming to ensure the employees' full potential can be demonstrated in an environment where their individual traits and characteristics are duly respected.

### Increasing the Percentage of Female Managers



In succession planning, we will focus on establishing a gender diversity-conscious talent pipeline, aiming to increase the percentage of female managers<sup>1</sup> to 8.0% globally and 5.0% in Japan by the fiscal year ending March 2027.

### Hiring Female Engineers



Since a large majority of TEL employees are engineers, we are hiring an equal or greater percentage of female engineers<sup>2</sup> compared to what is typical in each geographical region, with the aid of recruiting agencies and aggressive investments in branding initiatives.

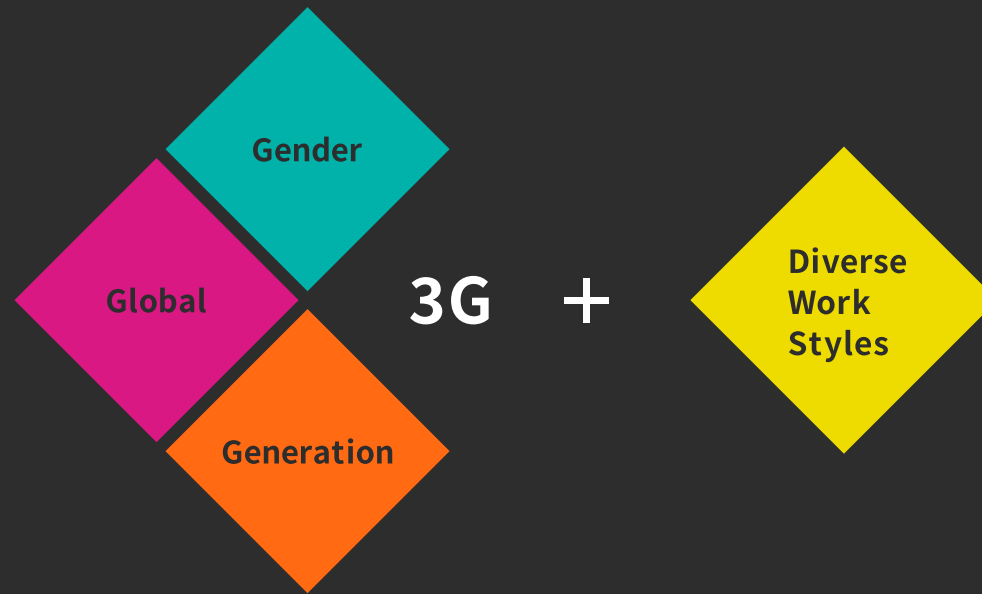
## DE&I Targets and Focused Initiatives - 2

### Global and Cross-Departmental Initiatives

The TEL Group is making a concerted effort to promote DE&I, encouraging cross-regional employee collaboration and cross-departmental projects.

1. Advanced professionals are included in the manager category.
2. This refers to the percentage of women with backgrounds in science and engineering.





## Data and Initiatives for Four DE&I Focus Areas

# Global

As a global company with more than 17,000 employees working at business sites in 18 countries and regions, we are committed to becoming a robust organization where our diverse talents can shine and thrive.

To achieve this goal, we are promoting a global employee exchange among the Group's employees as well as standardization of corporate practices.





# Global Data - 1

**Number of Employees**  
(TEL Group companies as a whole)

**17,204**

For the fiscal year ending March 2023

**Business Sites**

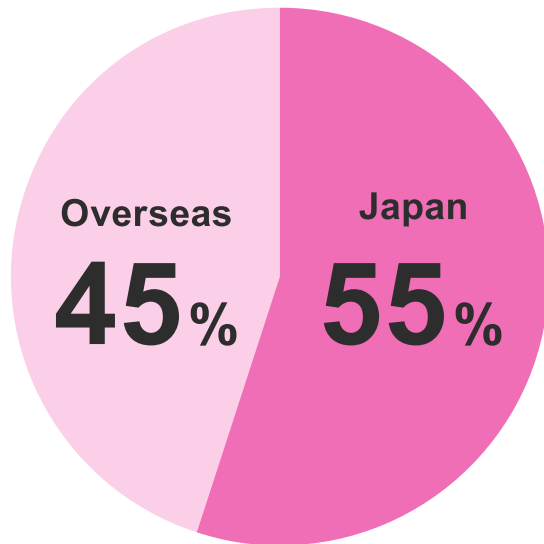


As of April 1, 2023

# Global Data - 2

## Percentages of Japanese and Overseas Employees

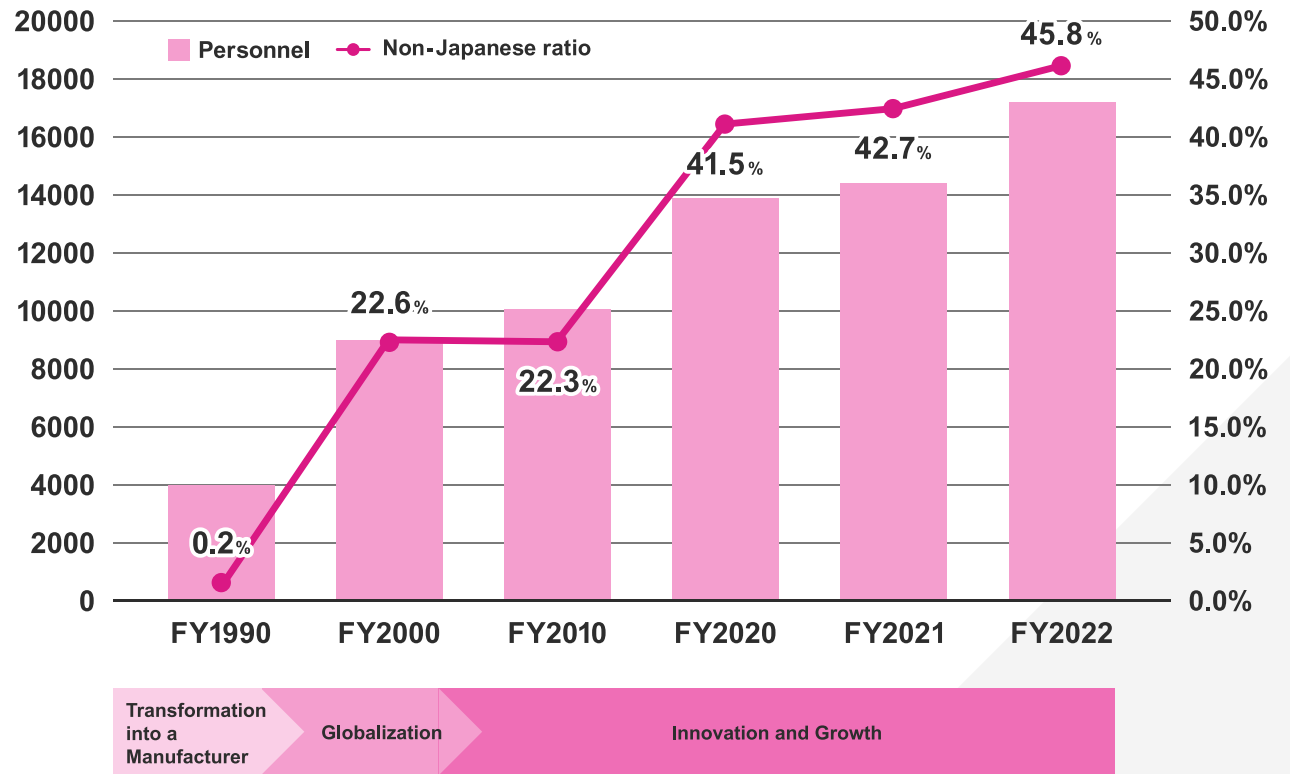
(TEL Group companies as a whole)



As of April 1, 2023

## Trend of Employee Composition

(TEL Group companies as a whole)



## DE&I Week • DE&I Day • DE&I Talk

We held the first Diversity and Inclusion Talk event (later renamed the DE&I Talk) in 2020, which was streamed simultaneously to worldwide TEL Group employees. The DE&I Day event was added in 2022, followed by the DE&I Week in 2024, all of which are being held regularly. These events feature speeches on diverse topics by TEL's project leaders and external experts.

### ◆ DE&I Talk

The DE&I Talk is an annual event in which experts on a given theme are invited as presenters. TEL employees can participate in any sessions that interest them. Previous themes covered a lot of ground including: the benefits of diversity on individuals and the organization; psychological security in the workplace; the importance of equity; and LGBTQ+. Online roundtable discussions are also held, bringing participants from the entire Group companies together to introduce their respective activities. The participants can talk about their countries' goals and engagements as well as their personal experiences and observations, giving us all an opportunity to better understand TEL's global initiatives.

During the DE&I Week, TEL Group companies in respective countries implement original programs. TEL will continue to support these initiatives, to enable employees taking interest in and learning more about DE&I, as well as take appropriate actions in the workplace to influence others.



Toshiki Kawai (Representative Director, President & CEO) (2022)

## ◆ Overview of the Event (1st Session)

Each year, we hold a forum, with a different theme, featuring invited guest speakers. The program is designed to deepen understanding of Diversity, Equity & Inclusion (DEI) and provide opportunities to practice DEI initiatives collaboratively in the workplace.

### 1st Session D&I Talk (February 2020 Japan)

The first event was held as an expansion of a previous exchange program designed to promote the success of female engineers and create a field and corporate culture where each TEL Group employee can play an active role. Former Calbee President Akira Matsumoto, along with other internal and external experts gave lectures. As the importance of promoting corporate diversity continues to grow worldwide, the TEL Group has been making efforts to promote not only diversity, but also inclusion, which means to accept and benefit from diversity. As part of this effort, we provide opportunities for communication through various symposia.



D&I Talk Participants

## ◆ Overview of the Event (2nd Session and 3rd Session)

### 2nd Session D&I Talk (July 2020 Japan)

The second event was expanded and featured lectures from a wide variety of perspectives. As an in-house guest, then Department Head Segawa of the Development Strategy Department spoke on the theme of “Message to Next Generation Leaders,” sharing career insights based on personal experiences, and ideas on how to cultivate a healthy work - life balance. The event also featured a presentation by Tanaka, then a member of the Element Development Department of Tokyo Electron Technology Solutions, on the theme of “Engineer x Para-Athlete: With Rich Imagination,” discussing the lifestyle of being both an engineer and an athlete. As an outside guest, Koshiro Sugita, a gold medalist in swimming at the Sydney Paralympics, gave a lecture on his path to winning a gold medal, and advice on how to achieve one’ s dreams and goals. Ayumu Horikawa, President and Representative Director of Akaruku Inc. delivered a lecture on LGBT issues and promotion of corporate diversity, subjects that are gaining attention worldwide.

### 3rd Session D&I Talk (February 2021 Global)



Chang Roger  
(President, Tokyo Electron Taiwan)

The third event focused on the topic, “What is the importance of D&I in TEL as a global company, and what are the challenges in different countries and regions?” Top management from the U.S., Taiwan, and Japan represented their companies and shared their perspectives on local issues and their personal experiences with D&I.

## ◆ Overview of the Event (4th Session and 5th Session)

### 4th Session D&I Talk (February 2022 Global)



Makiko Eda (Outside Director), Sachiko Ichikawa (Outside Director), Tetsuya Nishiara (then Vice President, CTSPS Sales 1st Dept., TEL), Tetsushi Nagoya (then Vice President, FPD Marketing Dept., TEL), and Haruko Kawashima (CEO, Institute of Women's Leadership Inc.)

Under the theme of “The Impact of D&I on Business,” the fourth event featured a panel discussion between managerial employees who play central roles in sales, and female Outside Directors who serve as advisors in promoting DE&I. The event also featured an outside guest speaker, Piotr Feliks Grzywacz, the former Asia Pacific Head of People Development for Google and current CEO at Pronoia Group, addressing the topic of psychological safety in the workplace.

### 5th Session D&I Talk (February 2023 Global)



Haruko Kawashima (CEO, Institute of Women's Leadership Inc.), Kento Hoshi (CEO, JobRainbow Co., Ltd.), Takuro Senga and Mihoko White (Human Resources Dept., TEL) talking about “The Importance of Equity” and “Diversity Enables Corporate Transformation”

Adding the word “Equity” to D&I, the fifth event was “DE&I Talk (Day),” bringing a new perspective to the proceedings. Haruko Kawashima, CEO of the Institute of Women's Leadership, spoke on the theme “What is Equity and What is its Importance?” Furthermore, as it is estimated that one in eleven people identify as LGBTQ+, Kento Hoshi, CEO of JobRainbow Co., Ltd. gave a lecture on the theme of “Creating an organization that Turns ‘Differences’ into Strengths Based on an Understanding of LGBTQ+.”

## Initiatives by Country - 1

### ◆ Japan

Measures to increase the hiring of female engineers are being implemented in Japan, as well as various events and programs designed to promote DE&I as a companywide effort. Other activities include development support programs and initiatives to provide psychological security at workplaces.

### ◆ China

The “Know China Seminar” is held to enhance the expatriate employees’ understanding of Chinese language, culture, and lifestyle. TEL in China also offers programs for training expert engineers.

### ◆ U.S.

TEL in the U.S. actively engages in ERG\* programs, including the Women’s Network and the Pride Alliance, to raise the awareness of DE&I and achieve its objectives. Other activities include offering career support tools and learning/mentorship programs.

### ◆ Taiwan

TEL in Taiwan holds the “Let’s Talk (with our Representative(s))” event to streamline communication within the workplace, and also encourages participation in external events including panel talks at SEMICON Taiwan.

### ◆ Korea

To increase the hiring of female engineers and educate female managers, TEL in Korea is seeking the opinions of frontline employees to make improvements. Also, external DE&I conferences and events are prioritized, and participation in these activities is encouraged.

### ◆ Singapore and Malaysia

In Singapore and Malaysia, TEL is actively hiring women and those with multinational backgrounds and promoting various measures including the establishment of the D&I Committee and the introduction of female engineer ambassadors.

\*ERG, or Employee Resource Group, refers to a voluntary employee group sharing a particular interest.

## Initiatives by Country - 2

### ◆ EU

Our DE&I policies and processes in the EU are frequently updated to accommodate diverse work styles and environments. Also, unconscious bias training and DE&I skill training seminars are offered to those in management positions.

#### Voice - 1

### Active Involvement of Employees with Various Nationalities

In 2018 I relocated to Japan and joined Tokyo Electron FE as Co-Leader of the Global FE (Field Engineer) Training Operations Center. Many things have changed in TEL since my first business trip to Japan in 1994. Technology now makes it easy to communicate and navigate in a country where the language and culture are so different from my own. I often use the translation technology that TEL has



GLOBAL FE TRAINING OPERATION CENTER  
Expert

**Mccloud, Ethan**

integrated into the work environment to enhance communication with co-workers in Japan and abroad. As a member of Global FE Training Operations Center and the Global Service Solutions Committee, I collaborate with training and service leaders from all over the world. I've been fortunate to experience TEL's unique culture, which for me is about a team of people who are friendly, helpful, dedicated to quality and focused on building and maintaining good relationships. For relocating my home and starting to work in Japan, I have experienced the respect, encouragement, and strong support of my co-workers. I was able to quickly adapt to the office working style and effectively perform my job. I feel included in the team and the experience has been very enjoyable in a comfortable work environment where everyone can work effectively.





# Gender

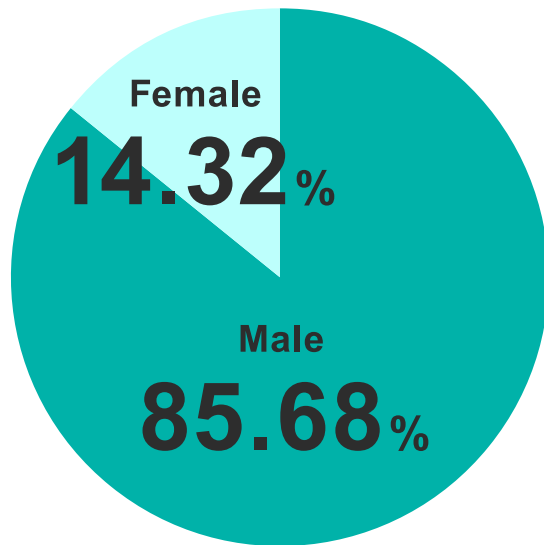
We are promoting workplaces where everyone—regardless of gender—can work stress-free with high motivation, enabling us to turn the diversity of our employees into a competitive strength.

As an initial step, we are taking actions focused on the percentages of women among TEL employees and managers, since women currently form the majority of our minority groups.



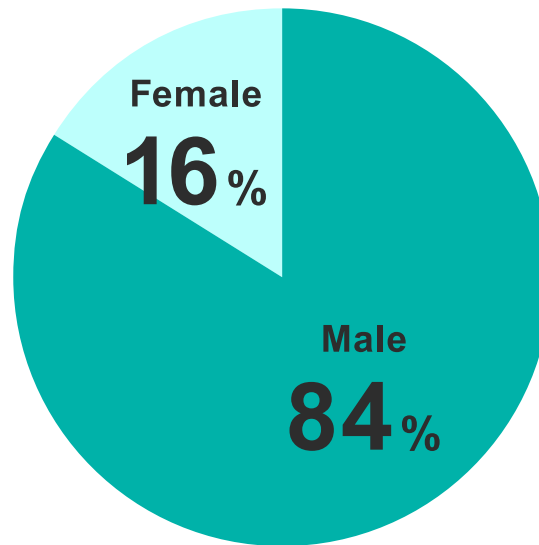
# Gender Data

### Percentages of Male and Female Employees (TEL Group companies as a whole)



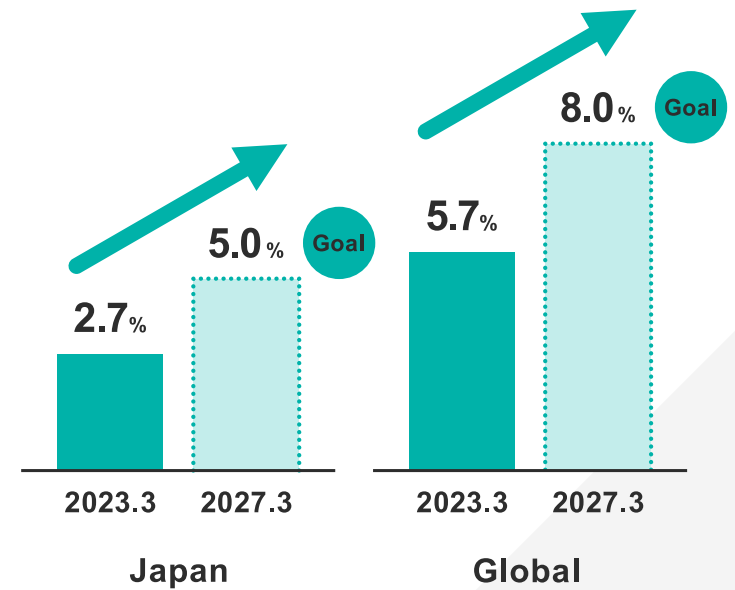
Fiscal year ending March , 2023

### Percentages of Male and Female Employees (Japan)



Fiscal year ending March , 2023

### Percentage of Female Managers\*



\*Advanced professionals are included in the manager category.

# Career Design Seminar for Women - 1

The Career Design Seminar for Women is a training program that provides our global female employees an opportunity to think about their career paths, encouraging them to take an initiative in designing their careers. The

program aims to remove psychological barriers that prevent the active pursuit of careers, with the goal of establishing a solid ground on which future career paths can be contemplated.

## ◆ Outline of the Training Program

In this program, participants will explore the mindset and clarify the four axes of career design to establish a foundation for proactively thinking about their careers.

### Fundamentals of the Four Axes of Career Design

#### 1 Knowing yourself

- Strength/weakness analysis through assessments
- Gaining insights into careers by understanding one's characteristics
- Broadening perspective when setting goals

#### 2 Knowing others

- Learning from stories of diverse employees (different generations/locations/jobs, etc.)
- Learning from candid experiences and shared concerns in a psychologically safe environment
- Understanding the level of other employees' conversational skills

#### 3 Finding role models

- Gaining opportunities to hear from female employees who are successful at the TEL Group and those in leadership positions
- Finding role models based on detailed, relatable stories

#### 4 Thinking about career choices

- Recognizing that one's career is one's own.
- Realizing the need to think autonomously about one's own career

## Career Design Seminar for Women - 2

### Satisfaction with the Program and the Voices of the Participants

#### ◆ Satisfaction with the Program

Repeated careful input & feedback led to an understanding of the need for autonomous career design, and the program achieved 100% satisfaction\* among the participants.

\*86 survey respondents:

46 found it very useful, 37 found it useful

#### ◆ Voices of the Participants

Participants commented on the need to foster organizational culture and increase work options for diverse employees, regardless of gender, on the need for mechanisms to support autonomous career paths, and the importance of support from those around them for their success.

#### Survey (Excerpts)

**Q** What do you think is needed to accelerate the advancement of women in the company and in your workplace?

**A** - To have potential role models, or recognize them if they exist in the environment  
- To have positions that can be held by people in the child-rearing generation without burdens

**Q** What do you expect or want from the company, HR, your supervisor, etc. in terms of your future career and working style?

**A** - I wish to have time to talk about my future career development regularly.

**Q** What was the most memorable content or insight you gained and why?

**A** - The panel discussion was inspiring, as I was able to hear valuable stories based on actual experiences. I also had a chance to talk with employees working at other locations, which will be helpful for me in my future work.  
- I realized that the career I have built up will not be wasted. I am glad that I was able to understand more about myself, as I was able to get closer to the job I wanted through this training.

## J-Win Program (external training for future female leaders)

Japan Women's Innovative Network (J-Win) is a non-profit organization whose mission is to promote diversity management in companies so that they can reinforce their competitiveness. In one of its training programs, female managers and manager candidates selected from member companies participate in a one-year course to boost their career design awareness. For the fiscal year that started April 2021, the J-Win program attracted about

250 participants from 150 member firms, and a total of 16 TEL Group employees participated in the program in 2022 and 2023.

As part of this program, J-Win organizes lectures, group work sessions, and research throughout the year, supporting the participants' goal of career advancement, cultivating leaders' mindset, and developing problem-solving skills.

### ◆ Outline of the Training Program

The J-Win Program is designed to help women in managerial or pre-managerial positions, selected from member companies, establish the resolve for career advancement through one year of activity. Approx. 250 participants from 150 member companies participated in the J-Win Program for the fiscal year that started in April 2021.

- **Establishing the will for career advancement**
- **Cultivating a leaders' mindset**
- **Developing the problem-solving skills**
- **Networking**

### ◆ Outline of Activities

The J-Win Program consists of regular meetings, including monthly lectures and group work, and subcommittee activities such as research and training throughout the year.

In the subcommittee meetings, each group studies a set theme for one year and makes a presentation at the end of the year. Through these activities, participants learn comprehensive and practical project management skills and have the opportunity to collaborate with a diverse group of people from different backgrounds.

# TEL-WIN

Established in 2021, TEL-WIN is an internal DE&I promotion group consisting of the J-Win program participants who wanted to put to practice what they have learned, as well as volunteers from the HR Department.

The group aims to establish an organizational framework in which diverse talents can work in peace with a sense of fulfillment. Considering the need to raise the awareness and understanding about diversity in the workplace, and

in accordance with the management’s goal of diversifying the employees’ social backgrounds and increasing the percentage of female managers, the group is initially addressing the issues surrounding women, who make up the majority of our minority groups. The team plans to expand the scope of its activities in the future, aiming to create an environment of greater diversity where all employees can work with high motivation.

## Steps in Activities



## TEL-WIN Activities

### ◆ Outline of the Training Program

We held a roundtable discussion for the participants to learn about the ideas and thoughts of the management and share them within the company, as well as to hear management's opinions regarding the ideas presented by the TEL-WIN members. At the roundtable discussion, opinions were exchanged while sharing the results of a survey conducted on female employees. The participants discussed the issue of the lack of manager training opportunities and experience for female employees compared to their male peers, and the need to take renewed measures to address this issue. After the roundtable discussion, a debriefing session was held for those who responded to the survey, and the initiatives were introduced in the company newsletter. The roundtable discussion contributes to the TEL Group's promotion of DE&I by directly communicating opinions from the on-site perspective to the management and by sharing the management's opinions with the on-site staff.

### ◆ Resolving Women's Issues

Based on interviews with female employees, we developed specific proposals to address the current issue that the intangible environment, such as awareness towards DE&I promotion and psychological safety in the workplace, has not matched the tangible environment, such as various systems, including DE&I promotion, and office layout. We are committed to creating a comfortable working environment and increasing the ratio of women in the workforce.

## Initiatives of Employee Resource Groups\*

### ◆ W-ing

W-ing is a working group in which female employees belonging to the same business group come together, regardless of their type of jobs, to discuss diversity issues among themselves. The group participates in TEL's recruitment drive, plans and manages various events, and organizes study meetings.

### ◆ DRIVE

DRIVE is a working group that upholds the vision "To aim to be a company where anyone can play an active role and generate high added value and profits". The members consist of engineers based in Japan, sharing its vision. The group encourages DE&I awareness and ultimately aims to link it to technological innovation and the company's growth.

\*ERG, or Employee Resource Group, refers to a voluntary employee group sharing a particular interest.

### ◆ TEL U.S. Women's Network

This working group is committed to empowering women to achieve their respective visions. The group supports members' professional growth by establishing and enhancing a framework of collaboration.

#### DRIVE Activities

To date, we have held regular study sessions by members, and have invited outside lecturers to give talks on themes such as the promotion of women's success and recognition of unconscious bias, as opportunities to learn about D&I. In fiscal 2020, we held an online roundtable discussion to share concerns and worries about nursing care, and a LEGO® SERIOUS PLAY® workshop to learn about D&I using LEGOs, in which about 50 employees participated. Through these activities, employees were able to think in depth about the differences between the way they and others think, their positions, and diversity, and to share their insights. We will continue to create opportunities for employees to learn from each other through dialogue and exposure to diverse values, and engage in activities that will lead to the driving force behind high added value and profits.



## LGBTQ+ Initiatives

TEL is carrying out initiatives to support employees beginning in 2019.

### ◆ Introduction of Activities by: TEL U.S. PRIDE ALLIANCE

TEL U.S. PRIDE ALLIANCE engages in ERG\* activities with a mission to provide education and information sharing on issues affecting LGBTQIA+ employees.

# Working on DE&I as a Team - 1

TEL has been involved in a variety of LGBTQ+ initiatives. In this interview, we explore TEL's desire and reasons for such initiatives through a dialogue with Akaruku Inc.

## Dialogue - 1 Background and Specific Initiatives - 1

**Horikawa:** What is the background behind the decision to undertake LGBTQ+ initiatives?

**Nakamura:** In April 2019, we launched the D&I Group in the HR department, and initially, we focused on acquiring diverse human resources and carrying out women's activities. SOGI harassment became a public issue in 2020, leading the Group to think that we need to work on things related to LGBTQ+ in the company, and that prompted the initiatives. Also, we created Global Ambassadors when the D&I Group was launched in 2019, and we are working to promote DE&I in 26 companies, 18 countries, and 83 locations across the country. We have the concept of "One-TEL," in which various group companies create one big value. Therefore, we concluded that even if it didn't require immediate action in Japan, from a global perspective,

it was something that we should take on.

**Horikawa:** What is "One-TEL"?

**Nakamura:** "One-TEL" is the idea that the Tokyo Electron Group, located throughout Japan and around the world, can create the greatest value by working together as one. Under the concept of "One-TEL," even if something is too early to tackle in Japan, viewing things from a global standard, we can be proactive in carrying out LGBTQ+ initiatives with a driving force.

**Horikawa:** What specific LGBTQ+ initiatives are the company currently working on?

**Nakamura:** We held two study sessions, which you also helped us with. The first was for HR, and the second was for the employees. The second session was particularly active in terms of questions, which

## Working on DE&I as a Team - 2

### Dialogue - 1 Background and Specific Initiatives - 2

made us realize the high level of employee interest in LGBTQ+, and we felt we had to take it to heart.

**Horikawa:** I see. So, the level of interest among employees was also significant. Are there any other initiatives that have been implemented?

**Nakamura:** Outside of the study sessions, we were again able to get support from Akaruku to set up an external helpline and publish LGBTQ guidelines for the HR staff.

**Horikawa:** We were fortunate to be able to work on the project. Did you see any benefits from this initiative?

**Nakamura:** Although we did not receive many inquiries about the LGBTQ+ helpline, when we established the new consultation helpline for LGBTQ+ employees on our HR website, we had the highest number of visits among the other genres of consultation helplines. I believe this was due to the fact that many people are interested in learning about LGBTQ+ initiatives.

**Horikawa:** I suppose what is important is not that the consultation helpline

simply exists, but that it is always available.

**White:** In terms of systems, we established the definition of same-sex partners and applied it to the policies related to weddings and funerals, and I don't think there was much opposition to it within the company. I think this is because the examples of other companies you gave us were convincing and effective.



#### Profile

##### Ayumu Horikawa

President and Representative Director,  
Akaruku Inc.

##### Mihoko White

DE&I Promotion Group  
HR Business Partner Group  
Human Resources Dept., TEL

##### Chieko Nakamura

DE&I Promotion Group (then)  
Employee Relations &  
Compliance Group  
Human Resources Dept. TEL

## Working on DE&I as a Team - 3

### Dialogue - 2 A Culture of Freedom and Challenging Oneself

**Horikawa:** From what you said, I got the impression that you both seem to be enjoying the LGBTQ+ initiatives, but where does the motivation come from to continue working on them this far?

**White:** I have lived abroad and spent some time as a minority. There were times when I was perceived as “different from those around me,” and because of this tough experience, I remember how happy I was when I was accepted.

I believe that if even one person can feel comfortable working for the company because we carry out LGBTQ+ initiatives, then this activity will be worthwhile.

**Nakamura:** I was born and raised in Japan, and I honestly felt conflicted about whether I could carry out these initiatives, not knowing much about LGBTQ+ and not having any real experience with the community. However, I believe that I was able to continue working on the initiatives because I had colleagues who encouraged me, saying, “It is natural for us to work on things related to LGBTQ+.” I believe that

the reason we were able to do this may have something to do with our company’s free and open corporate culture that encourages us to challenge ourselves. Originally, TEL was a venture company, with a spirit of freedom, and I believe this is something that will continue to be passed on in the future.

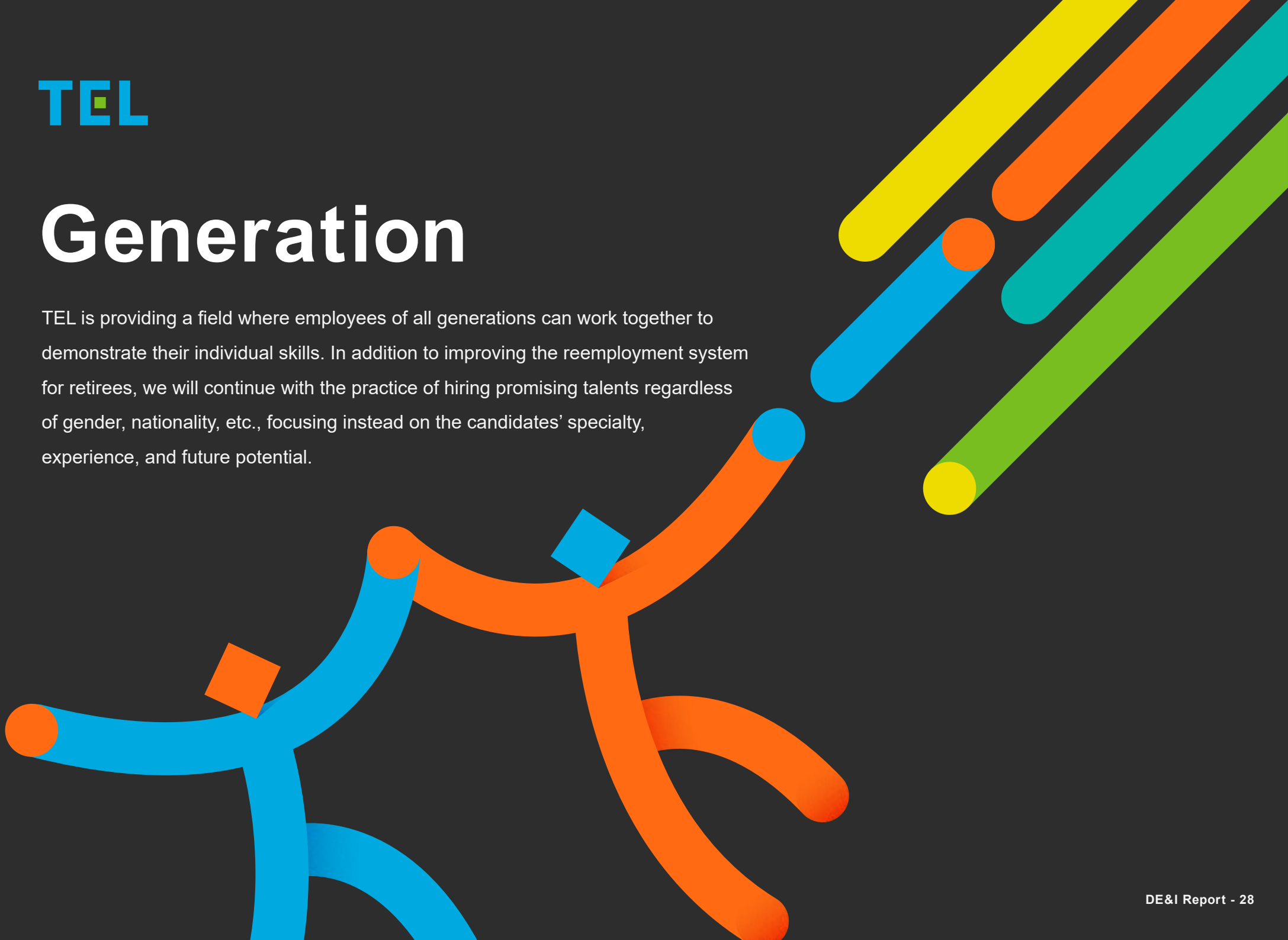
**Horikawa:** I see, so you are making good use of TEL’s corporate culture in your activities.

**White:** That’s right. For the company to increase its competitiveness, it is necessary to create an environment in which each individual can demonstrate his or her abilities, and I believe that it is the role of HR to create such an environment. Therefore, I aim to realize both a contribution to the company and a comfortable working environment for employees.

\*This is an excerpt from the article “Working on DE&I as a Team,” of a dialogue with Akaruku Inc.  
<https://akaruku.co.jp/case/1711/>

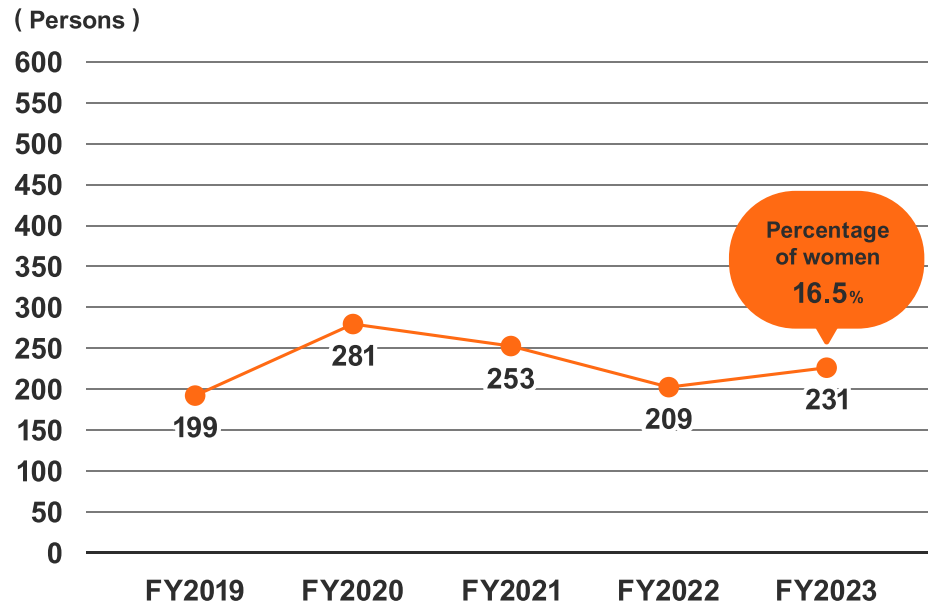
# Generation

TEL is providing a field where employees of all generations can work together to demonstrate their individual skills. In addition to improving the reemployment system for retirees, we will continue with the practice of hiring promising talents regardless of gender, nationality, etc., focusing instead on the candidates' specialty, experience, and future potential.

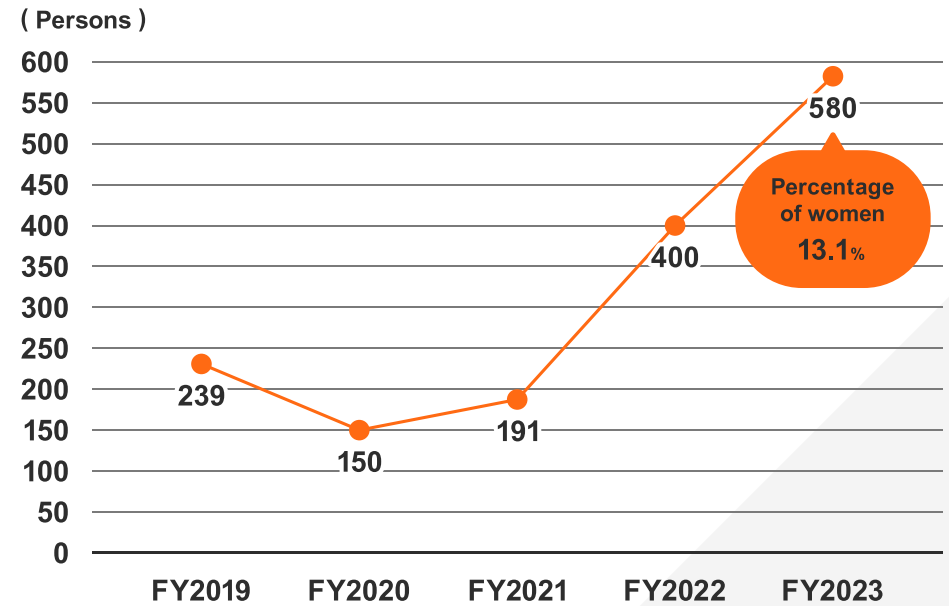


# Generation Data - 1

### Trend of Number of New Graduate Hires at TEL (Japan)



### Trend of Number of Mid-Career Hires at TEL (Japan)



## Generation Data - 2

### Number of Employees Using Reemployment System (Japan)

**475**

For the fiscal year ending March 2023

## A Conversation between a TEL Retiree and Young Employees

### Dialogue - 3 A Retiree and Young Employees Exchange Views on “TEL’s Mindset”

Held as a part of our employee exchange initiatives, the roundtable discussion included five young employees from a variety of departments and a retiree who had worked in the development field until the mandatory retirement age. They discussed many topics—including the most memorable projects they took part in, what they like about the TEL Group, and the mindset they should adopt to ensure their professional growth at TEL—empathy emerged among the participants, transcending their age difference. “TEL invigorates those who like a challenge” and “Our workplace is truly welcoming” were among the comments that strongly resonated with everyone. Apparently, TEL’s culture of respecting each other and boldly reaching out to greater heights has been well preserved.

The discussion was followed by an advice session led by the retiree. Forward-looking questions such as “How should we introduce AI to our actual work?” and “What are the things that only TEL can do at present?” were asked, to which the retiree offered thought-provoking views, drawing on his years of experience at TEL from its infancy to maturity. “I think you should openly declare whatever you aim to accomplish, and challenge yourselves to make it all come true,” he urged, and the young participants took the advice to heart.



Roundtable Discussion





# Diverse Work Styles

TEL aims to provide an environment where all employees can work to the best of their abilities with safety and comfort. To help them maintain a good work-life balance, we offer a work schedule and a leave of absence system that allow flexible choices.



## Data on Diverse Work Styles - 1

### Percentage of Employees with Disabilities

(TEL Group companies as a whole)

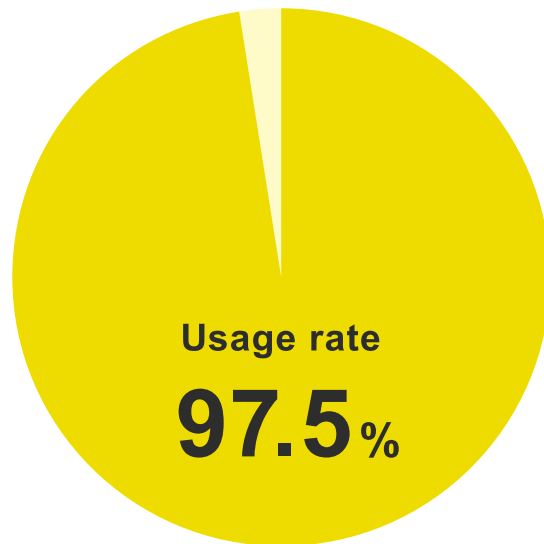
**2.27%**

For the fiscal year ending March 2023

## Data on Diverse Work Styles - 2

### Percentage of TEL Employees Taking Child Care Leave

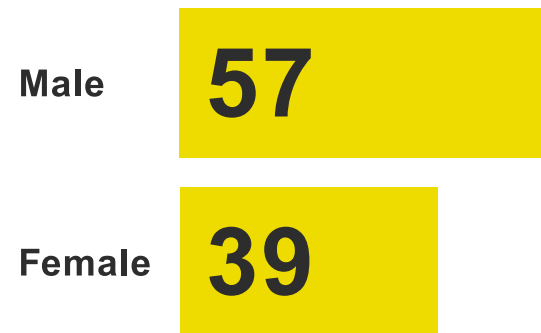
(Japan; female employees)



For the fiscal year ending March 2023

### Number of TEL Employees Taking Child Care Leave

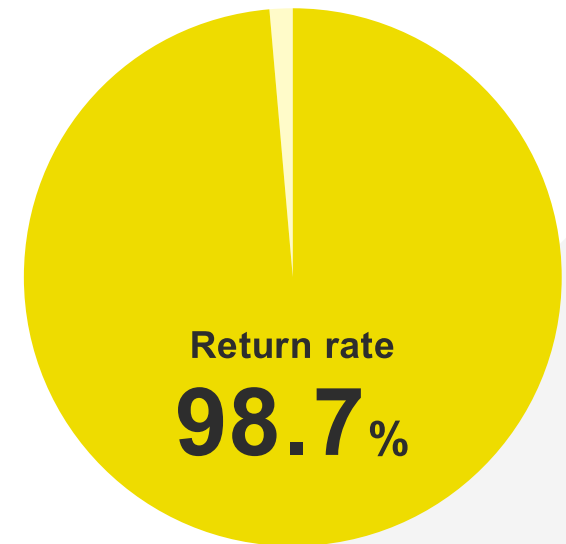
(Japan)



For the fiscal year ending March 2023

### Percentage of TEL Employees Who Return to Work after Taking Child Care Leave

(Japan)



For the fiscal year ending March 2023

## Voice - 2

## Childcare leave for men

My eldest son was born in November 2018, and I took childcare leave for six months from June 2019. Working in sales means a life with many business trips, and I decided to take childcare leave because I wanted to play an active part in raising my son and support



**Kiyohisa Motoda**

CT Product Group  
Field Solutions Department 1

my wife. I also thought it could be my first and final time to experience raising children. My supervisor respected my intention and I was able to hand over my work based on reassuring support. During childcare leave, I was close to my son as he grew each day, and I recorded things down in a childcare diary. I look forward to looking back on this precious time someday together with my family. When I returned to work, I was able to go back to the same team. I am sincerely grateful to my supervisor and colleagues. Taking childcare leave became an opportunity to learn about the importance of being involved in raising children and the difficulty of raising children, which continues without a break. At the same time, I think it also led me toward a work attitude of being further interested in improving efficiency.

## Voice - 3

## Childcare Leave Taken by Female Employees

From August 2021 to September 2022, I took prenatal, postnatal, and parental leave for the birth of my second child. In my case, I took the leave about three weeks ahead of schedule because I became ill before the delivery. I cannot thank my supervisors and coworkers enough for creating an environment that allowed me to smoothly transition into the leave so that I could focus on the birth of my child. Since my return to work, I have been working in the same group as before, primarily in charge of the same tasks that I oversaw before. My new boss is also very understanding about childcare, and I can balance work and childcare by utilizing remote work. It is easy to consult with my supervisor and coworkers about work duties, and every day I realize that good teamwork makes a workplace very comfortable to work in. Events that require sudden leaves of absence can happen to anyone. Although I am still in a position where I often receive help from those around me, I want to strive to create a work environment in which it is easy for other members to work.

**Tohko Horikoshi**

Global Human Resources Group  
Human Resources Dept.

**Voice - 4**

### **Active Involvement of Employees with Disabilities**

After joining the company mid-career, I currently work in the management of the Compliance Policy & Program Group of the Compliance Department. Workplaces not only take measures reasonably to ensure accessibility depending on the type and degree of disability (such as barrier-free designs and permitting commuting to work by car) but also nurture an organizational culture that allows individuals to freely apply themselves without reservation or hesitation even if they have disabilities. Because the environment allows us to see disabilities as positive individual characteristics, I strongly feel that I am able to apply my skills. Going forward, I hope to utilize my specialty as a strength and enthusiastically undertake new and difficult issues.



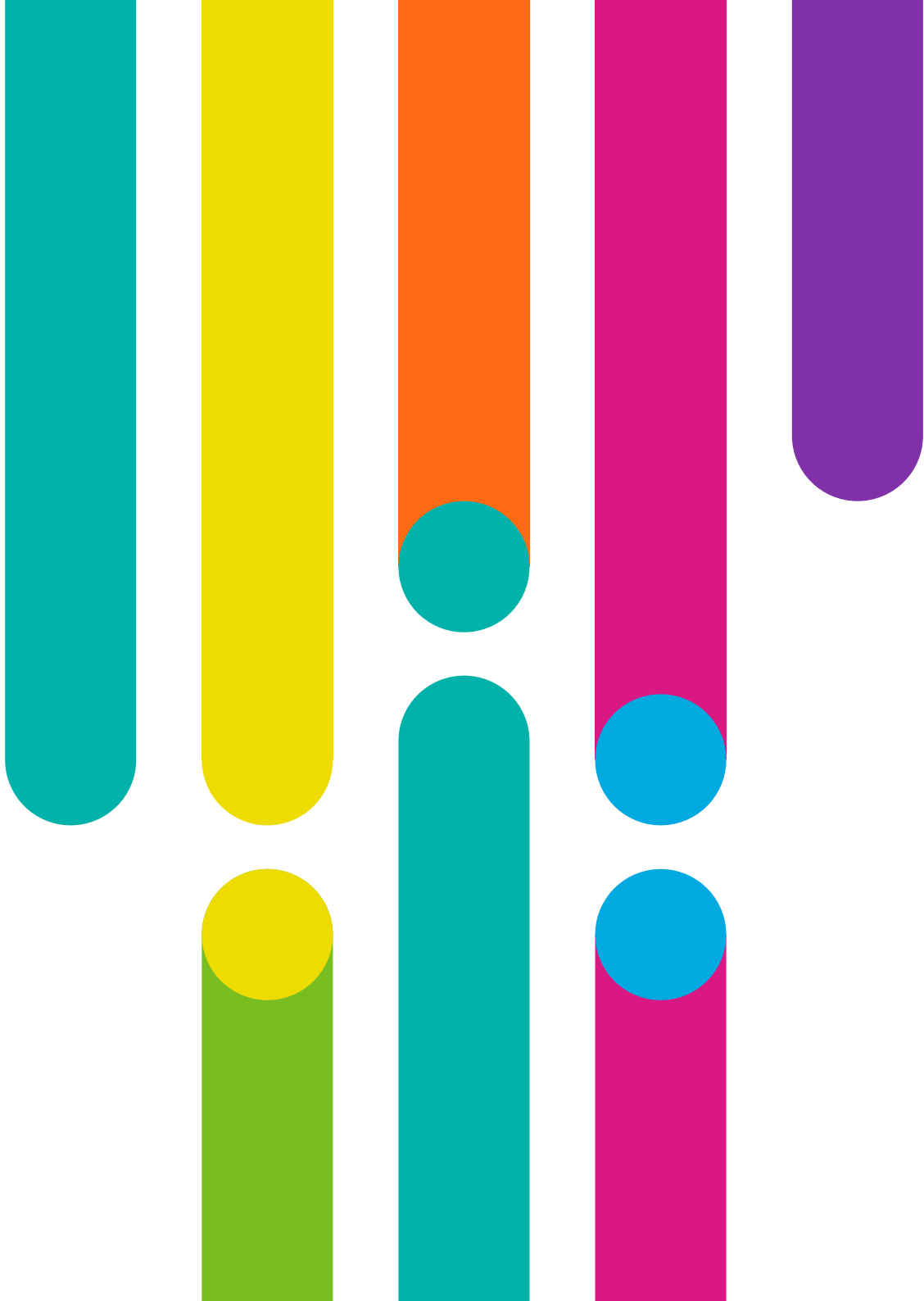
**Masashi Tamura**

Group leader  
Compliance Policy & Program Group,  
Compliance Department

# **Our Corporate Growth Is Enabled by People, and Our Employees Both Create and Fulfill Company Values**

We believe that our corporate growth is enabled by people,  
and our employees both create and fulfill company values.

Based on this concept, we provide many opportunities for employees  
to challenge themselves to achieve high-level goals  
by making the most of their individual potential.



**TEL**

**Tokyo Electron Ltd.**

107-0052  
5-3-1 Akasaka, Minato-ku, Tokyo  
Akasaka Biz Tower

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