

# Our people

*As an employer of 8,904 people around the world, we take our responsibility to employees very seriously. We support their professional development as well as their health and well-being, and ensure they work in a diverse and welcoming environment.*

## **ASICS Talent Management**

We want to ensure our strong, diverse and inclusive team of employees are supported in their day-to-day work and their long-term careers. We do this through career support, coaching and leadership training.

In October 2020, ASICS Headquarters implemented regular 1-on-1 meetings, held at least monthly. These were developed in response to changes in the means of communication between managers and their teams during COVID-19. The meetings encourage regular reviews of employees' work, coaching, career support, and support of the Plan-Do-Check-Act (PDCA) cycle.

We also ensure all employees have access to training and development opportunities. These include ASICS Academy (our next-generation leader development program), the Sustainable Fashion Academy (which lets employees learn about sustainability in the fashion industry), training by job band, and new employee training. For each of these programs, in 2020, we conducted the training completely online or in hybrid format incorporating online and face-to-face training.

Employees reacted positively to the online training, sharing they were more concentrated and relaxed and that it was nice to be able to participate from any location. They were also pleasantly surprised that the groups work went smoothly, despite the online setting.

## **2020 TARGET**

Establish global ASICS HR systems and work environment.

## **2020 PROGRESS**

Expanded the Talent Management Cycle globally. The Human Resources Information system (HRIS) was enhanced to manage that cycle, including career development plans and future talent data.

## **TARGETS FOR THE FUTURE**

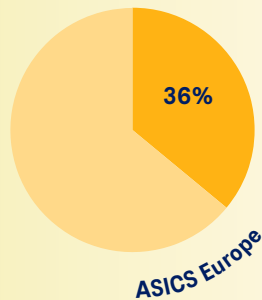
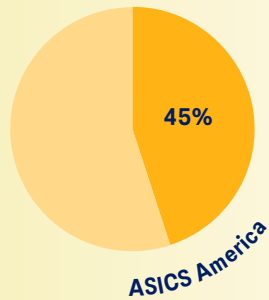
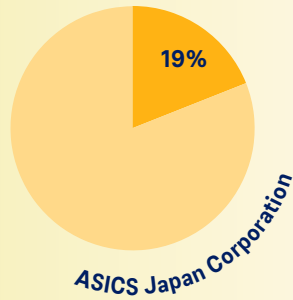
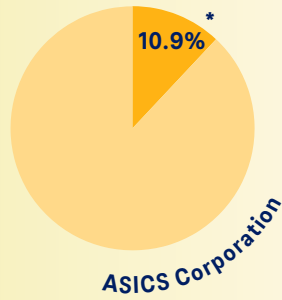
To strengthen talent management globally, expand the utilization field of the HRIS in each region, progressively.

## **ACTION PLAN FORWARD**

To maximize HR information system functionality and data gathering, which will increase communication with the business side and each region's HR. The aim is effective collaboration globally.



**Ratio of female managers by region**



Data as of January 1, 2021. ASICS Corporation data of December 31, 2020.

\*The 2020 data of ratio of females in manager and senior positions at ASICS Corporation (10.9%) is verified by Deloitte Tohmatsu Sustainability Co., Ltd.

**Diversity and Inclusion**

In 2020, the newly formed Global Diversity and Inclusion Committee, created our D&I Vision, titled One Team, Stronger Together which describes how we as an organization envision a future where people of all backgrounds can play a role in improving people’s lives to achieve a ‘Sound Mind, Sound Body’. Additionally, they have set targets across all regions to improve the diversity of our workforce and create a more inclusive organization,



**One Team, Stronger Together**

Since our founding, our aim has been to help all people achieve a ‘Sound Mind, Sound Body’. In order to accomplish this, we need a team of diverse minds. More than ever, we need people who look at the world from every angle and who can help broaden and deepen our positive impact in society. That is why we are committed to inclusion across race, ethnicity, gender, age, religion, disability, sexual orientation, and gender identity, to build a diverse team who can drive our innovations and can truly improve people’s lives.

In Japan, we are continuing to implement initiatives to make our company a place where diverse employees can work to their full potential regardless of their background. ASICS was awarded Gold – the highest ranking – in the PRIDE Index 2020 for the second year in a row.



**2020 TARGET**

Female managers appointed in all business divisions of ASICS Corporation.

Ratio of females in manager and senior positions at ASICS Corporation at least 15%.

**2020 PROGRESS**

Ratio of females in manager and senior positions level increased from 10.6% in 2019 to 10.9% in 2020.

**2023 TARGET**

Achieve ratio of female representation in management and senior positions at least 35% globally by 2023.

**ACTION PLAN ONWARD**

Continue to raise awareness, strengthen programs and develop training to leverage diversity and support the career development plans of younger employees, including female employees to improve overall gender equality.

Analyze the barriers to leverage potential female managers in each division and implement action plans to remove them.

## Employee Well-being

Our mission is to promote a healthy lifestyle through sports, and as such, we value the health of our employees.

The ASICS Well-Being Committee formulates and implements a series of action plans to improve the health and well-being of employees, with the aim of embodying 'Sound mind' and 'Sound body'. In recognition of the measures we have taken, ASICS received the Health and Productivity 2020 award from the Japanese Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange Inc. ASICS received the award in two consecutive years (2019 and 2020) as well as 2015.

In 2020, we were unable to hold a large-scale group events due to COVID-19. Instead, we focused on measures to eliminate lack of exercise and mental isolation through our STAYHOME initiative in Japan. We worked to maintain the physical and mental health of our employees by distributing videos of exercises that can be carried out at home. We also provided videos of mental health and self-care seminars.

The 2020 results of our annual ASICS Health Care Check (AHCC) showed changes in physical fitness during COVID-19. 208 ASICS HQ employees completed the survey in 2019 and 2020, and we compared the results. The stay-at-home guidance issued throughout the pandemic has resulted in a decrease in physical fitness. However, the survey revealed that participating in online fitness at least three times a week for eight weeks significantly improved leg strength and shoulder flexibility.

In addition, we strengthened our smoking cessation support. Tobacco use results in more than 8 million deaths a year worldwide, according to the World Health Organization. And smoking is a significant issue in Japan, where, on average, 28.8% of men and 8.8% of women smoke. We provide support for employees to quit smoking, and the results have progressed steadily. Smoking rates in Japan have fallen from 15.6% in 2018 and 11.9% in 2019 to 9.8% in 2020 – well below the national average. We will continue to work on improving employee health literacy.

*“With the mental health training, it was possible to learn about ways to communicate more effectively to combat the feeling of isolation which occurred more commonly while we were working from home. Through the online exercise, I was able to connect much more with my colleagues and also improved my lack of exercise while working from home for a long time.”*

**Employee** who participated in the STAYHOME initiative



Delivering ASC Online Fitness: employees working from home can participate in physical activities online. (Supervised by ASICS Sports Complex)