The greatest of Toray’s strengths is its people

Success or failure of a company is decided by its people, and employees shape its destiny

Securing and Developing Human Resources

Under the philosophy that “success or failure of a company is decided by its people, and employees shape its destiny,” Toray Group views its people as its most important management resource, and therefore engages in efforts to secure and develop human resources as one of its highest management priorities.

Specifically because today is a time when business is expanding globally and the pace of change is rapid, the Group believes in the importance and need of refining the foundations of morality, humanity, and sociability; of demonstrating expertise and originality; and of leadership that motivates in line with team vectors.

From this perspective, Toray Group places the objectives of human resources development on the three aspects of “development of individuals who act with fairness, ethical standards, and a sense of responsibility,” “development of professionals who demonstrate originality with advanced expertise and technical skills, and who can face reality to solve problems,” and “development of leaders who act with foresight, leadership, and a sense of balance.”

Moreover, the Group takes a systematic approach to human resources development based on the four pillars of OJT, OFF-JT, self-development, and human resources systems and policies. In this respect, each of these initiatives is not advanced in isolation, but in connection so as to achieve more efficient human resources development.

Promoting Diversity

Toray Group is endeavoring to promote diversity toward the creation of thriving workplaces in which a diverse range of individuals can fully demonstrate their potential.

Toray has long advanced the creation of workplace environments in which women will feel comfortable in performing their duties. The number of female employees in upper-level positions has increased steadily, and as of April 2022, women held 10.0% of unit manager or higher positions, and 6.0% of section manager or higher positions. In addition, in June 2015, Toray appointed its first female director (a position equivalent to senior management in terms of duties and responsibilities). As of March 2022, there was one Senior Director.
I raised three children while working in the areas of pharmaceuticals and medical devices production, quality assurance and U.S. and European deployment with partner companies, and support for Chinese manufacturing plants. While I am currently responsible for business regarding medical devices involved in life and health as the General Manager of the Medical Products Division, I have also taken the lead in planning and managing voluntary activities for female general managers and the advancement of women since 2014. As part of the most recent (planning) training sessions for female managers (held for the 7th time in 2022), nearly 230 participants (half male and half female managers) conducted heated debates over employee development in an age of dramatic change. Toray employs roughly 1,200 women at 16 locations and plants around Japan. As representative of human resources with diverse backgrounds, environments, and ways of thinking, I believe women and efforts to create a corporate culture that leverages individuality while maintaining WLB* will realize people-centric management. I think that throughout women’s careers, they will face many uncertainties, barriers, and failures. However, I think that by boldly undertaking challenges and aiming for professionalism, many opportunities to excel will be created.

* Work-life balance

Toray Performance Materials Corporation (TPMC) is the leading supplier of high-performance CFRT® (Continuous Fiber Reinforced Thermoplastic) composite products to the Industrial, Medical and Recreational markets. I began my career at Performance Materials Corporation (PMC) in 1997 as Associate Product Manager, then moved into a sales role managing the medical business, and later promoted to Director of Sales and Marketing. I became President of TPMC in September 2021. PMC was acquired by Toray in 2018 and TPMC, since then, has leveraged the acquisition with greater collaboration with a number of divisions and departments within Toray Group. Toray Group holds the same values held by our company and our customers, such as sustainability and contribution to society, so I feel that TPMC is a natural fit in the Group. TPMC is a group of passionate people pushing one another to be our very best, and it is an honor to be a part of the Toray-PMC team.

As a subsidiary of Toray Industries (H.K.) Ltd., THK Apparel (Zhuhai) Co., Ltd. is located on the downstream side of Toray’s fibers and textiles business. We manufacture and sell knit products, and employ more than 1,000 people. After joining the company in 2001, I served as Sales Manager, General Manager of the Manufacturing Division, Assistant Plant Manager, and Vice President. In January 2022 I was appointed President, yet still feel the weight of my daily responsibilities even though almost a year has passed already. Currently, China’s garment industry is faced with a difficult business environment resulting from rising labor costs, manpower shortages, an increasing number of garment manufacturing sites in Southeast Asia, and other factors, which are requiring THK Apparel to undergo a major transformation. As part of the next medium-term management program, we will set challenging tasks, and will steadily undertake these tasks with a commitment to the Toray Philosophy, a thorough Genba (workplace) approach, the integrity to do the right thing in the right way, and an awareness of what is best for the Company.