

Interview with the General Manager of the Human Resources Division

Nurturing a Corporate Culture of Undertaking Challenges Without Fear of Failure to Maximize Toray’s Corporate Value and to Enhance Employee Well-Being

Katsuyuki Yanai
Corporate Vice President,
General Manager, Human Resources Division;
General Manager, Toray Human Resources Development Center

— Upon your appointment as General Manager of the Human Resources Division, in what ways did you revise the Group’s human resources strategies?

I was appointed to the position of General Manager of the Human Resources Division in June 2023. Partly because I had been in the U.S. right up to that point, the change in Japan’s younger generation’s view on work made a very strong impression. The first thing I realized upon my appointment was our need to clearly define the fundamental issues involved in sustainably enhancing human capital for the Toray Group from a medium- to long-term, overarching perspective, before improving benefits for younger employees, introducing competitive wages, and addressing other individual issues with stopgap measures. In fact, at this point in my career I look back with some regret on my actions during my previous stint as HR Department General Manager when I was so seriously engaged in the problems I faced that I focused entirely on short-sighted action.

So, I drafted a proposal that fundamentally updates our conventional approach to enhancing human capital, which was ultimately approved by the Executive Committee. In particular, my proposal focused on revising strategic personnel assignments and headcount management in accordance with the Company’s approach to promoting

personnel and business strategies, considering medium- to long-term hiring scales, and systematically promoting with appropriate compensation locally hired staff at group companies outside of Japan.

Toray engages in a wide range of businesses, some of which are expected to face harsh conditions, while others will require enhancement for the future. We must therefore appropriately and flexibly allocate management resources according to changes in the business environment and strategy. Of course, any such effort will not contribute to increasing overall efficiency if we do not reallocate and reassign human capital, transcending business and organizational barriers. In addition, the Company’s current approach to headcount management, which should be based on a firm grasp of employees’ abilities and appropriate staffing for each project, is currently managing simply the number of personnel, in some respects. To go further, I believe that, in terms of total labor costs, we must consider where we should increase outlays or restrict costs in line with global strategies, for Toray as well as group companies in and outside Japan.

Another major problem is deciding where to assign the large numbers of employees we hired from 1990 to 1999, as this generation will reach ages close to retirement in



the coming years. Hiring large numbers of employees once again would create a major imbalance in the age distribution, and of course this would be difficult against the backdrop of falling birthrates and an aging society. Which is why we must also consider investing in labor-saving measures and shifting production outside of Japan. Without question, I believe this means we must advance human resource strategies in line with the Toray Group business strategies. As expansion of overseas businesses is essential for Toray’s growth, another key issue is how we hire, promote, and provide appropriate compensation for locally hired staff at group companies outside of Japan, who tend to be highly fluid. Needless to say, countries besides Japan also prioritize fair assessments, feedback, and careful communication to a major degree, which means we must ensure the transparency of our common assessment vectors. So, I embarked on reforms after proposing these ideas to and receiving approval from the Executive Committee in October 2023.

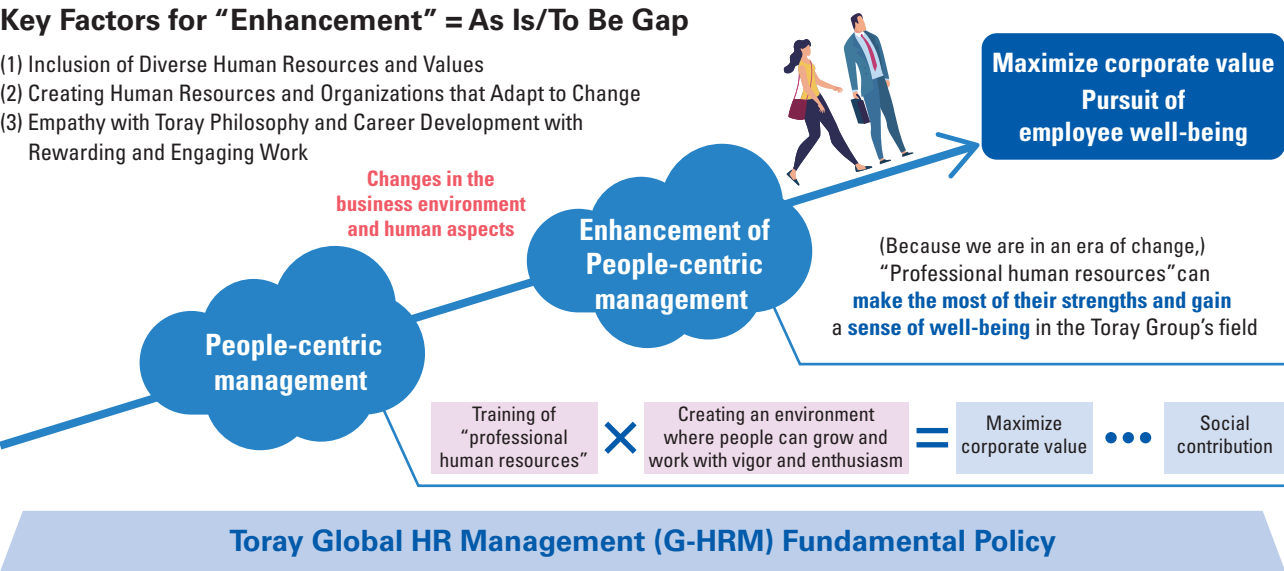
and developing human resources as the most important management issue. Even the most recent Medium-Term Management Program, Project AP-G 2025, includes enhancement of people-centric management as one of the Basic Strategies. Despite this, we have still failed to organize our human resources strategies in a systematic manner, and have not clearly identified our specific approach in a concrete manner. That’s where I felt a sense of urgency. I therefore began by clearly defining the meaning of human-centric management in light of the intended direction of the management strategy.

Under AP-G 2025, we aim to improve profitability, create new businesses, and enhance corporate value, as well as increase employee well-being. When considering the human resources strategies in connection with these aims, what ultimately emerges as the most important aspects are, one, developing professional human resources that can create new value, and, two, nurturing environments in which these professionals can grow within the field of the Toray Group and thrive. Having defined these two aspects as human-centric management, I received approval from the Executive Committee.

On top of this, younger generations, primarily, increasingly hold different value sets, as well as a stronger awareness of self-reliant career building, in response to which I raised three important strategies for creating new value

Key Factors for “Enhancement” = As Is/To Be Gap

- (1) Inclusion of Diverse Human Resources and Values
- (2) Creating Human Resources and Organizations that Adapt to Change
- (3) Empathy with Toray Philosophy and Career Development with Rewarding and Engaging Work



— Under the concept of human-centric management, what are your thoughts on how to advance human resources strategies?

Ever since its founding, Toray has, based on the idea that the success or failure of a company is decided by its people, and employees shape its destiny, recognized securing

Human Resources Strategies	Details of Enhancement
Inclusion of Diverse Human Resources and Values Diversity	<ul style="list-style-type: none">• All employees at the Toray Group fully demonstrate their individual strengths, regardless of the differences in their values, life events, or other personal circumstances• Current work responsibilities and capability demonstration are fairly assessed, irrespective of gender, age, nationality, or other attributes
Creating Human Resources and Organizations that Adapt to Change Talent portfolio	<ul style="list-style-type: none">• More extensive successor candidates for management personnel who will lead innovation• Ability to stably secure (= hiring and retention) personnel who will take responsibility for the future of the Toray Group, to reliably pass on skills and know-how, and to appropriately promote generational transition• A culture that focuses on taking the initiative on learning and that allows for ongoing self-directed learning, and organizations that can adapt to change
Empathy with Toray Philosophy and Career Development with Rewarding and Engaging Work Engagement	<ul style="list-style-type: none">• High degree of harmony between corporate HR strategies and individual career building allows employees to realize self-fulfillment at the Toray Group• Employees can take on challenges without fear of failure, solve problems as a team, and attain a sense of growth and well-being through work

while addressing these changes. The first strategy is Inclusion of Diverse Human Resources and Values (diversity), by which we accept diverse human resources and values, respect each other, and enable everyone to thrive. The second strategy is Creating Human Resources and Organizations that Adapt to Change (Talent portfolio), and the third strategy is Empathy with Toray Philosophy and Career Development with Rewarding and Engaging Work (engagement). The Toray Philosophy states our aim of contributing to society through the creation of new value with innovative ideas, technologies and products. With these three concepts as the core of the human resources strategies, I clarified our direction for enhancing each strategy and listed roughly 30 specific objectives. I then selected a person to take charge of executing each strategy who is now advancing initiatives that connect to maximizing Toray’s corporate value and to enhancing employee well-being.

—Please tell us in detail about the specific initiatives in these three human resource strategies.

As far as Inclusion of Diverse Human Resources and Values is concerned, the outcomes of our focus on promoting women’s empowerment in the workforce since 2011 have expanded the arenas in which women can thrive, and have formed a network among women in management and occupational specialist positions. These developments have significantly altered the awareness among women, and led to an increasing number of women who take on leadership roles. On the other hand, another important challenge is solving issues in a way that leverages diversity in a broader sense that goes beyond women in management and occupational specialist positions to include both men and younger employees. Which is why we are also advancing working style reforms in a gender-neutral manner. In light of this situation and from the perspective of so-called DE&I, since FY 2024 we have introduced bottom- and middle-up approaches to working style reforms whereby we have shifted to working groups that include younger employees along with women in management and occupational specialist positions, and present the requests for reforms that are debated by these groups to the management team. We have begun these efforts under the title HCM Promotion Activities, a name taken

from the initials for the term human-centric management.

Turning to the second strategy of Creating Human Resources and Organizations that Adapt to Change, amid a structure that is vertically divided in terms of businesses and functions, I believe the key point is figuring out how to reallocate personnel in a way that transcends these barriers. As I touched upon a moment ago, failing to appropriately allocate resources will also prevent us from improving business efficiency, and will form obstacles to taking on challenges and creating new value. In general, large organizations often adopt a division system or company structure, in which those who can intuitively sense the issues faced by the frontlines of business in each unit are responsible for HR management. These structures therefore allow the actual nature of problems to be easily understood, and make it easy to engage in collaboration between businesses through crosslinking functions. In contrast, Toray does not have a personnel department within our structure of vertically divided. Instead, the Company’s Human Resources Division is in charge of all HR functions and consults with each division when executing these. Although this may appear efficient at first glance, there is a question of whether this approach actually allocates human capital to the right places. In order to make up for this weakness, we have begun to organize a system in which members of the Human Resources Division enter into this silo as HR Business Partners to encourage employees to take on challenges that cross over the barriers between organizations, as well as to clearly identify what types of personnel are located where, with the intention of promoting the human resources strategies. That said, because each division wants to hold on to its talented personnel, we are also considering a top-down approach in which the divisions cooperate with the HR Business Partners in reallocating human resources in accordance with business strategies.

The third strategy of Empathy with Toray Philosophy and Career Development with Rewarding and Engaging Work involves supporting self-reliant career development among employees. Specifically, we ask employees assigned to each division to write down the specialties, experience, and skills required on a career path worksheet, and then together with their superiors confirm the

degree of achievement based on this sheet. After this, we set out future career building paths and targets. The use of these career path worksheets is extremely important, particularly for developing young employees. We are also advancing organizational reforms based on employee surveys. These surveys have allowed us to identify the gap between expectations and actual impressions for each item as a point of issue, based upon which we have provided feedback to each division and requested that they make improvements. Meanwhile, by nurturing a culture that accepts failure and encourages challenge, individuals acquire a sense of reward and growth through challenges and failures, which we intend to elevate into a virtuous cycle that helps create new value.

Another issue is today’s climate in which employees tend to feel dissatisfaction in their high workloads and shortage of peers as organizations become further subdivided and the number of personnel per organization declines. On top of this, employees also face new challenges like sustainability and DX, for example, which increase the burden on each individual. Given this situation, we must take appropriate measures that correspond to workloads. We must transition to a system that recognizes and rewards ability and work, not one in which qualifications and wages only rise following promotion to a higher position. We can also mitigate the burden on individuals by integrating and flattening organizations in parallel with revisions to the compensation and benefits system.

In another recent development, when institutional investors assess the sustainable growth potential of companies, they now prioritize human resources capacity as a non-financial element, and are increasingly interested in human capital management. In practice, weak human capital limits expectations for improving earnings potential and creating new value. In this sense, the roles we must play as the Human Resources Division are only growing in scope. In particular, I believe the most important aspect of our efforts is whether they help employees attain a sense of reward and growth, and whether they foster a culture of challenge. Amid a lingering sense of confinement under a highly uncertain business climate, we aim to be a presence that encourages employees to take on challenges with optimism.

—What are your thoughts on the situation where there are no female directors from within the company?

I believe that the Company must firmly work on establishing the systems that promote talented women as long-term measures in a separate effort from their activities to promote women’s empowerment in the workforce. More specifically, because the ratio of women among new graduate hires during the regular FY 2023 hiring period was only around 17%, in FY 2024 we focused on hiring women and raised the target ratio to 30%. This move has enabled us to hire women for nearly half of all sales & administrative positions, and it appears we will achieve our target of 30% for total hires. In this way, despite some delays, we are making progress on expanding the population of candidates for female directors and vice



presidents at the entry level, and have initiated measures to increase the ratio of women in management positions over the medium- to long-term.

—Finally, please describe your future aspirations as General Manager of the Human Resources Division.

President Ohya has said to employees that it is his role to enhance the well-being of all those who work for the Toray Group. He has also stated that he believes it is important for employees to maximize their potential in jobs that provide a sense of reward, be satisfied with the results of and feel fulfilled by their work, maintain a sense of excitement, take on challenges without fear of failure within a free, open organizational culture, and swing for the fences. So, I intend to promote the three human resources strategies I discussed earlier in order to make his words a reality.

Looking back on past initiatives, I see that the Human Resources Division has not communicated sufficiently with those inside and outside the Company. Externally, we will therefore strive to expand our descriptions of human capital management within the securities report, as well as of human resources strategies within the integrated annual report, and will aggressively set and disclose the KPI for which we must aim in light of the current situation. Internally, we are improving the intranet’s Toray HRNavi and have already begun aggressively communicating information on human resources measures since February 2024, which we hope connects to greater motivation among employees. On the other hand, employees have included some hard-to-swallow opinions and comments on the internal survey that we conduct annually, yet I see this as evidence of their intention to improve the Company. If we fail to engage sincerely with these opinions, we may not see a bright future for Toray. So, in this respect, I believe we must also do a better job of sharing and communicating information. I will continue to pursue initiatives that allow our employees to have pride in working for Toray and to feel a sense of reward, as well as that increase the number of people beyond our walls who desire to work for the Group.

Primary Issues in the Human Resources Strategies for Realizing TORAY VISION 2030

Inclusion of Diverse Human Resources and Values (Diversity, Equity & Inclusion)

HCM (Human-Centric Management) Promotion Activities

Having assigned its first female manager in 1958, introduced childcare leave in 1974, nearly 20 years before becoming mandatory in Japan, and launched the Advancement of Women Project in 2004, Toray was one of the first companies in Japan to actively promote women and to establish positive workplace environments. Another similar initiative is its female manager and occupational specialist training program, which was voluntarily initiated in 2014 by women serving as general managers at the Toray Group. As a result of strengthening and promoting these kinds of Group-wide efforts, the Company has steadily increased the ratio of female employees in management positions. In March 2021, Toray formulated and publicly released its five-year action plan (April 2021–March 2026) for increasing the retention rate of female employees and the ratio of female employees in management positions by promoting initiatives for enhancing individual skill development and career building mentioned above.

Meanwhile, in order to discover solutions for the diversifying issues faced by society and address customer needs, Toray must foster a corporate culture in which human resources from different backgrounds can thrive, regardless of gender, age, nationality, or other attributes. In response to this backdrop, the Company defined the Diversity, Equity & Inclusion (DE&I) activities it has engaged in to date as HCM (Human-Centric Management) Promotion Activities, taken from the initials of human-centric management, one of the Company's Basic Strategies, and in 2024 established a new organization (Human Resources Strategy Department, HCM Promotion Group) dedicated to promoting these activities.

This organization collects requests from employees and debates these as part of new working teams consisting of applicants. Previously, this role had been played by the Women's Advancement Team, which had been voluntarily run by women serving as general managers and had collected these requests through various activities. When specific suggestions are raised, Toray reflects these in its

HR policies and programs, and works to improve awareness and enhance workplace communication to encourage employees to use those programs. Along with fostering vibrant and inclusive workplaces, the Company promotes human-centric management in a way that contributes to greater corporate value.

Toray Receives Prestigious Award for Advancing Women in Technology

Toray's Women's Advancement Team received the 10th Annual Achievement Award for the Development of Female Engineers from the Japan Association of Technology Executives. In order to support the promotion and employment of female engineers, this program awards individuals and organizations that have produced positive outcomes in developing female engineers. The Company's team was recognized for its 10 years of activities.

The team started out in 2014 when seven female general managers initiated a voluntary program to develop female managers. The goal was to informally network female section managers from business units, plants, and research centers around Japan in a way that went beyond the framework of their duties. At present, the team has expanded to include 28 women serving as general managers (of which 16 are engineers). The seventh seminar held in 2022 also included male managers among the attendees to broaden the training scope in a way that explores the differing human resources development perspectives and thoughts of men and women. These efforts resulted in a gender-neutral network for management professionals and new approaches to developing female subordinates.



Introduction of a Fellowship Program

It is vital to cultivate experts to sustainably materialize Toray's corporate philosophy of contributing to society through the creation of new value with innovative ideas, technologies and products. The Company accordingly decided to introduce its Fellowship Program to offer attractive career paths for individuals aspiring to acquire professional skills, create environments in which they can focus on improving and demonstrating their expertise, and foster a culture of friendly competition more than ever before.

- Executive fellows
Fellows with outstanding expertise and accomplishments among their peers
Treated like Toray's vice presidents

- Senior fellows
Top-notch internal and external experts with exceptional expertise in Toray's key businesses and research and technology fields, responsible for creating innovative products and technologies and providing sophisticated advice to management
Treated like Toray's directors (a position equivalent to senior management in terms of duties and responsibilities).

Creating Human Resources and Organizations that Adapt to Change

Medium-Term Human Resources Plan

Along with positions requiring experience, the Medium-Term Human Resources Plan defines the personnel required for the management and business strategies as "Core Position Successor Candidates," and promotes development on an individual basis. Moreover, it establishes the successor candidates at the timing of promotions to core positions (short-term, medium- to long-term, future generations), which are then confirmed with top management each year, particularly for important positions.

Here, the Core Position Successor Candidate fulfillment rate is included as an important KPI for which the Company is advancing initiatives with a goal of consistently exceeding 150%. (Actual result for FY 2023: 185%)

Enhancing Group-Wide Training to Support Systematic Development of the Next Generation of Management Successor Candidates

In 1991, Toray opened the Toray Management School, which selected 20 talented section managers who are expected to take over management in the future. This kind of program for systematically developing successors for management positions was unusual at the time and a cutting-edge initiative, and 620 employees in total, including 38 women, have completed the program as of FY 2023. Many of these graduates have excelled as those responsible for management at group companies in and outside of Japan. To date, 188 graduates have served as top management at Toray and its group companies worldwide. Opened in 2006, the Toray Group Management School continues to serve as a management successor development institution for Toray group companies in Japan and for the members of the Toray

Program	Start year	cumulative total
Toray Management School	1991	620 (38 women)
Toray Group Management School	2006	348 (5 women)
Management Training for Executive Candidates	2021	34 (2 women)

Company-Wide Training Course Enrollment in FY 2023 (Toray Industries, Inc.)				
Training category	Persons enrolled			Time dedicated to training per employee (hour)*
	Men	Women	Total	
Management	1,002	168	1,170	38.8
Technical	726	86	812	29.5
Sales, marketing, and administration	186	50	236	24.9
Global	70	23	93	53.1
Total	1,984	327	2,311	34.7

*Time dedicated to group training at the Toray Human Resources Development Center. It does not include time for correspondence learning or study abroad, etc.

Synthetic Textile Cluster. Moreover, in 2021 Toray launched Management Training for General Managers as part of an effort that targets talented individuals in general manager positions who will serve as candidates for the next batch of top management for the Toray Group. Here, the goal is to further expand training to systematically develop management successor candidates for the Toray Group.

Developing and Promoting Core Locally Hired Staff at Group Companies Outside of Japan

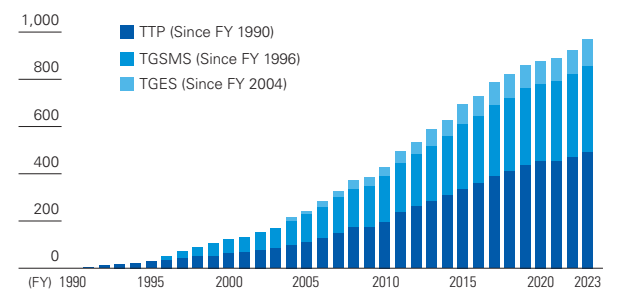
Since FY 2017, the Company has formulated Medium-Term Human Resources Plans for core locally hired staff at group companies outside of Japan targeting those in department manager, factory manager, and higher positions, and encourages and certifies National High Potentials (NHPs). This move is intended to systematically secure, develop, and promote talented core locally hired staff at group companies outside of Japan who will support and lead increasingly important businesses overseas.

Human resource development at group companies outside of Japan includes both on-the-job and off-the-job training. Off-the-job training consists of training implemented at each group company. This is combined with grade-specific training programs held in Japan to deepen the understanding of management philosophy and policies, and is linked with personalized long-term development plans. In each country and region, with Toray head office also participating in the planning, we regularly conduct management training with a curriculum tailored to the circumstances and needs in each country and region.

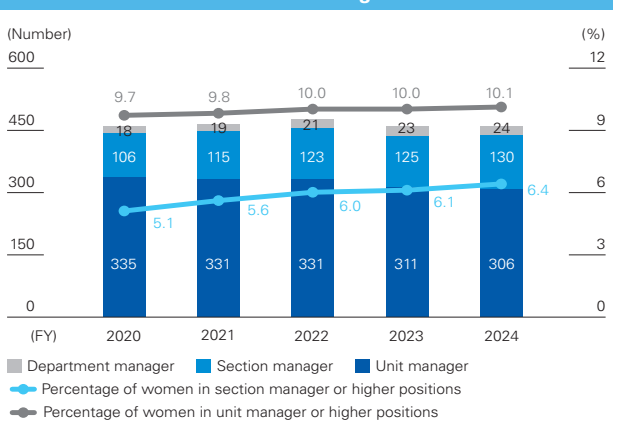


Grade-Specific Training Programs Held in Japan		
Training program	Managerial category	Training objectives
TGES; Toray Group Executive Seminar	Executives	Understanding of Toray's management policies and strategies, and the mission and responsibilities of management
TGSMS; Toray Group Senior Management Seminar	Department Managers	Understanding of Toray-style management
TTP; Toray Trainee Program	Managers	Acquisition of management knowledge and expertise and networking

Cumulative Number of Participants in Japan Training Programs



Number of Women in Management Positions



Toray School of Technology and Business Administration Develops Leaders to Improve Frontline Capabilities

In September 1994, Toray opened the Toray School of Technology and Business Administration as a training facility for young employees and employees from group companies in Japan with the aim of developing human resources who can think and act on their own, and who have a strong desire to take on the responsibility of improving frontline capabilities across the Toray Group. As of the 29th session in 2023, the school has produced 844 graduates. Classes include general subjects such as mathematics and English, along with specialized subjects including polymer chemistry, engineering basics, and robotics, as well as more practical group problem-solving exercises and chemical experiments. Moreover, in response to the rapidly growing demand to develop DX human resources within the Company, as part of the Toray School of Technology and Business Administration, Toray established a new Information I course linked to the group-wide DX human resource certification system. This course provides education aligned with frontline needs, and has introduced new topics covering algorithms and programing, and classes using collaborative robots. In October 2022, the Toray School of Technology and Business Administration opened a new Frontline Skills Enhancement School (GKS) to develop unit manager candidates for the near future. The school produced 16 GKS students in the first term. Students learn soft skills such as leadership, team building, followership, and motivation by solving problems in their own departments. In this way, the Toray Group is developing frontline leaders who have acquired the basic skills needed by working members of society to succeed in a changing world.

Empathy with Toray Philosophy and Career Development with Rewarding and Engaging Work Fact-Finding and Improvement through the Employee Survey

Having conducted an employee survey biannually since FY 2013, Toray began implementing an updated version in FY 2023 that allows the status of each organization and individual to be confirmed in detail, and that enables improvement



Talking at Ehime Plant



Talking with the Human Resources Division

activities to be implemented more quickly. The specific changes included revisions to the content of the survey (from satisfaction only to measuring both expectations and actual impressions), revisions to the implementation frequency (from every other year to every year), and more rapid feedback (results can be viewed from the day following the survey).

Toray uses the EX Score™* as the KPI for survey progress, which stood at 64.8 for the FY 2023 survey, below the average of 69.7 for other companies. The reason for this shortcoming was the extremely high “expectations” compared with other companies, which formed a wider gap between “actual impressions,” which were equivalent to the average value of other companies. This indicates the Company has in fact failed to meet the higher expectations, and Toray currently aims to achieve a score that exceeds that of the previous year on an annual basis, and is therefore implementing various measures for this purpose, including disclosing information on the Company intranet, holding workplace conversations, and sharing best improvement practices throughout the Toray Group.

*EX Score™ is an indicator of organizational health. It measures the expectations and actual impressions of individuals, and the gap between these. A smaller gap between both higher expectations and actual impressions results in a higher score. (Registered trademark of HRBrain, Inc., the survey provider)

Career Path Worksheets that Support Self-Reliant Career Development

Toray introduced the career path worksheet as a tool to support the growth of each and every employee. Employees draw up their own career plans and, through interviews with their superiors, verify their past work experience and their current level of achievement in relation to the required skills as well as discuss their career prospects. The Company will continue to incorporate human resource development measures that support the self-reliant career development of its employees, and to promote the creation of highly motivated, highly productive organizations.

In-house Recruitment System

Toray introduced an in-house recruitment system in FY 2000 to secure and develop human resources with a strong will, and to achieve strategic personnel assignments.

Although this program was initially implemented irregularly as a measure that focused sporadically on individual priority areas, in FY 2007 the Company expanded it into a regular, ongoing career development support system that recruits applicants annually throughout the Group. Since this time, the in-house recruitment system has enabled around 10 transfers each year.

In particular, following the outbreak of COVID-19, in FY 2022 and FY 2023 19 transfers and 27 transfers, respectively, were carried out through in-house recruitment. Given the apparent increase in awareness regarding self-reliant career development shown in these numbers, Toray is further encouraging job rotations between fields and working to realize diverse approaches to career building within the Toray Group. For this reason, the Company revised and began operating the in-house recruitment system as a permanent option in FY 2024 (year-round recruitment, screening, and transfers).

Strengthening Communication

Internally, the Company fully updated Toray HRNavi (the

internal portal site) in February 2024 in an effort to better inform employees by communicating timely information on HR measures, and by releasing messages from the President regarding these measures. Moreover, by putting human-centric management into practice, the Company has set concrete KPIs that can be visualized, and began actively disclosing these externally starting in the current fiscal year.

Index	Target	FY 2023 Actual
Core Position Successor Candidate fulfillment rate (Toray)	Consistently exceeding 150%	185%
Training to Developing Management Successor Candidates (Toray Group)	Conducted annually for more than 50 people	52
Training to Developing Core Locally Hired Staff Outside of Japan (Toray Group)	Conducted annually for more than 100 people	276 (FY 2022: 114)
Ratio of Women in Managers (Toray)	FY 2025 6.5%	6.4% (FY 2022: 6.1%)
Percentage of Women in New Graduate G Course Recruitment (Toray)	FY 2030 30%	17% (FY2022: 14%)
EX Score™ (Toray)	Aiming for 70+ to improve from the previous year	64.8

Establishing Workplace Environments That Support Job Satisfaction and Stress-Free Work

Toray is working to establish inclusive workplace environments in which all employees can work with peace-of-mind and free from stress. Likewise, the Company has organized systems adapted to flexible work styles, including support for balancing work with childcare, nursing care, and other life events, telecommuting programs, and

flex-time programs that do not stipulate a core time.

Moreover, Toray implements strategic initiatives in regard to employee health management as it sees this as a management priority. Working in collaboration with the employee health insurance association, the Company actively promotes employee health mainly by sharing health information via internal communication tools, holding walking and other participatory events using health information sites, providing lifestyle disease prevention seminars, and encouraging comprehensive health checkups by increasing expense subsidies. Toray is also addressing mental health, and since FY 2011 it has been implementing employee stress check-ups through an external provider. This helps employees recognize their own stress levels and learn how to manage stress, which leads to an improved workplace environment. The stress check-ups are also carried out at group companies in Japan. In recognition of these efforts, Toray has been certified under the Certified Health and Productivity Management Organization Recognition Program continuously since 2018.



Toray HRNavi Home Screen

Number of People taking Childcare Leave (Toray Industries, Inc.)							
(FY)	2017	2018	2019	2020	2021	2022	2023
Women	68	58	60	66	56	46	51
Men	3	4	10	22	40	82	95

Deepening Women's Advancement Activities at Plants: As Toray's First Female General Manager at a Plant



Tomoko Chikaike
General Manager, Seta Plant

Following my involvement in the development and production of industrial materials and films at Shiga Plant's Film Technical Department, I was placed in charge of wastewater treatment and chemical substance control at the Plant's Environment & Safety Section, where I served as section manager. I also experienced safety, health, disaster prevention, and environmental management duties for the Toray Group as a whole through the Environment & Safety Department, and was promoted to General Manager of Seta Plant in April 2024.

Women's advancement activities were first conducted at the Toray Group some 10 years ago when several women in general manager positions took the lead on planning and conducting training for women in management and occupational specialist positions. Following this, the Group promoted various activities based on more free-form concepts, including informal gatherings of women, awareness surveys, and online salons (discussions with role models). Over this time, I took on the responsibility for supporting these activities at the plants, while the Group advanced activities to build support systems by placing two or three women in general management positions to be in charge of each plant. More recently, every plant has begun strengthening their efforts to create positive workplace environments where all employees, not just women, can think about childcare, nursing care, and other aspects of life and work. I also listen closely to feedback from the frontlines and take action in order to ensure that each employee who works at our plants can fully demonstrate their individual strengths.

Internal Communication

Toray celebrates its 100th anniversary in 2026. Thinking about how we wanted to welcome the anniversary year and how we wanted the Company to look like, rather than simply celebrating it, we launched the “Toray Employee Forum” and the “Hajime no Ippo (First Step) Award,” the new internal branding projects, as initiatives to further increase employees’ sense of inclusion.

The lunchtime internal broadcast program REAL TALK, which was launched in 2023, marked the 9th program, and now it is used as a platform for open communication within the Company.

Let’s Commend the First Step of Each Employee: Establishment of the “Hajime no Ippo Award”

We have established the “Hajime no Ippo Award” as a new award system, as we aimed to realize a corporate culture that would promote the willingness to take on challenges and accelerate innovation throughout the Toray Group by praising and encouraging the challenges of each individual.

Regardless of whether they are large or small, and successful or unsuccessful, we put out a call for case studies related to “challenges.” Applications could be made by either self-nomination or recommendation by others. The collected case studies were then voted on by employees, and the top five were presented and awarded at the “Toray Employee Forum.”

The number of applications was 190, which exceeded expectations, and the number of employee votes cast totaled more than 9,000.



Through this initiative, not only have activities at employees’ own workplaces become more dynamic, but new movements and collaborations are beginning to emerge, such as the start of interactions between workplaces that previously had no connection.

The second event will be held in FY 2024.

Let’s Think about Taking on Challenges: “Toray Employee Forum 2023”



“Toray Employee Forum 2023,” the first of its kind, was held on December 11, 2023.

The aim of this event is to have all employees share best practice in thinking and behavior based on the Toray Philosophy and to foster a sense of unity as a company by experiencing Toray’s DNA.

For the 2023 event, the theme was “challenges” to embody a “pioneering spirit” corporate culture.

The first part of the event featured a discussion between UNIQLO Co., Ltd. Chairman Tadashi Yanai and Toray President Mitsuo Ohya, which prompted employees to think about challenges. The second part featured an award ceremony for the top case studies voted for by employees in the Hajime no Ippo Awards.

The event was relayed online to 16 bases across the

country, and more than 3,000 employees participated in the two-hour live-streamed program.

On the day of the event, we also utilized a platform that enabled employees to freely post their opinions in real time.

Participants’ satisfaction rate exceeded 90%, and 97% expressed a desire to hold the next event.

The second “Toray Employee Forum” will be held on November 18, 2024.



“REAL TALK – Everyone’s Voice” Set to Continue This Fiscal Year



We launched the livestreamed REAL TALK program in January 2023 as an opportunity to promote open two-way communication between management and employees with the aim of fostering a corporate culture that enables everyone to be freer, more open, and further demonstrate a pioneering spirit.

In FY 2023, we broadcasted live from factory sites to coincide with the President’s factory inspection rounds. A different talk theme was chosen for each session, and together with the President, we introduced the issues facing workplaces and what they were working on. Employees were able to gain a sense of President Ohya’s personality, which is usually difficult to gauge, and some said the feeling of distance had been brought much closer. By talking to employees on the frontlines about their issues, we have been seeing positive results, such as new activities starting at each site.

For the 9th program, a completely free roundtable discussion among three vice presidents was livestreamed.

By having the three respond to the given topics, they were able to deliver real conversations to employees, and the event was generally well received, with many participants saying it was an initiative that helped bring people closer to management. The feedback included comments such as “I think they were able to convey the obvious fact that even vice presidents experience joy, worries, and hardships on a daily basis just like everyone else,” “I think a good communication between management and workplace starts from events like this. It was really a well-planned event,” and “I thought the vice presidents live in a different world from us, but in a frank and human conversation, they discussed company management in a way that really made me feel closer to them.”



The 7th program: Ishikawa Plant



The 8th program: Mishima Plant



安達 一行 × 萩原 識 × 首藤 和彦

The 9th program: Discussion among three vice presidents

Toray Started an Internal Communication-Derived Company-Owned Media “note,” to Share the Latest News

Toray has launched its new owned media “note,” a Japanese social media platform. Each and every person who works at Toray has their own real stories, and each and every one of these stories together make up the company we know as Toray. Through Toray’s owned media “note,” we will honestly communicate what Toray employees are thinking, concerned about, enjoying, and feeling, and by building up its content we would like to raise awareness of Toray both inside and outside the company. As one example, in the first installment of the Clues to the Future series, young researchers in their third to fifth years at the Company spoke of the futures they envision.

