

CSR Activity Report (CSR Guideline Activity Reports)

## Human Rights Promotion and Human Resources Development

**Respect human rights, provide safe and healthy workplaces for employees, secure and train personnel, and diversify while striving to protect employment.**



### Basic Approach

#### Committed to Human Rights

At Toray Group, respect for human rights is a mandatory management principle for ensuring the continuity of corporate activities and building positive relationships with all of the Group's stakeholders. The Group works to promote and raise awareness of human rights, for instance by declaring its commitment to the respect of human rights in its Corporate Guiding Principles and Ethics & Compliance Code of Conduct. In the Code, discrimination of any kind based on race, creed, skin color, gender (including gender identity and sexual orientation), religion, nationality, language, disability, physical characteristics, socioeconomic status, place of birth, or any other personal characteristic is strictly forbidden in every process from recruiting and hiring to work placement, compensation, training, and retirement. Furthermore, wages and working hours are set in accordance with the relevant laws and regulations in the country or jurisdiction concerned.

Moreover, Toray Group has selected “respecting human rights and promoting human resource diversity” as a material CSR issue. The Group respects internationally recognized human rights and works to create workplaces where diverse human resources can demonstrate their creativity and thrive.

The Ethics & Compliance Code of Conduct stipulates that harassment must never be tolerated in the workplace, including sexual, and power harassment. In addition, Toray Industries has established Guidelines for Preventing Harassment in the workplace and informs officers and employees of the policy and prevention management system that does not allow sexual harassment, pregnancy-based harassment, and power harassment.

Toray Group has been tackling the issue of discrimination based on self-acknowledged gender and sexual orientation. In January 2017, the Group established an employee hotline specifically for LGBTQ issues, which is operated by the Human Rights Promotion group of the Industrial Relations Department of Toray Industries.

The Group also addresses global human rights issues in accordance with the Toray Group Policy for Human Rights, considering the diverse cultures, customs and social norms of the countries and regions where it operates.

## Related Policies

### **Policies on Human Rights**

Toray Group declares fulfilling our responsibility to respect human rights as a good corporate citizen in its Corporate Guiding Principles and specifies its respect for human rights in its Ethics & Compliance Code of Conduct and strives to prevent any human rights violations through education and awareness activities within the Group.

In addition, as a global enterprise, the Group respects international norms such as the Universal Declaration of Human Rights, the International Labor Organization's conventions, and the UN Guiding Principles on Business and Human Rights. Based on approval by the Board of Directors, the Group has also established the Toray Group Policy for Human Rights, which lays out the Group's commitment to ensuring that it is not complicit in any human rights violations in the overall supply chain, including at suppliers or contract manufacturers, and to promptly and appropriately addressing issues if and when they arise.

### **Toray Group Policy for Human Rights** (Established December 2017)

We at Toray Group believe that respect for human rights is a mandatory principle for corporate management. Therefore, we respect international standards such as the United Nations Universal Declaration of Human Rights and the International Labor Organization's standards in compliance with the laws and regulations of countries and regions where we operate, and will endeavor to fulfill our duty of respect for human rights as a good corporate citizen.

1. We will respect human rights, character and individuality of employees and eliminate harassment and discrimination in workplaces. Furthermore, we will prohibit child labor, forced labor and unfair low-wage labor.
2. We will strive to promote respect for human rights throughout the entire supply chain related to our business activities. In addition, we will not be complicit in infringing on the human rights.
3. We will endeavor to understand adverse human rights impacts associated with our business activities and to avoid or reduce such influences.
4. If it becomes evident that we have caused or contributed to adverse human rights impacts, we will promptly take appropriate actions.
5. We will promote educational activities about issues of human rights for every employee and foster a proper understanding of issues among them.

## Enhancing People-Centric Management

Since its founding, Toray Group has placed clear importance on human resource development. The Toray Group holds to the philosophy that the success or failure of a company is decided by its people, and that employees shape its destiny. Guided by this concept, the Toray Global HR Management Fundamental Policy was established in 2011 and since then the Group has made securing and developing outstanding human resources as one of its most important tasks and a fundamental management priority.

Accompanying the May 2020 announcement of the Long-Term Corporate Vision, TORAY VISION 2030, Toray Group organized the principles it has followed since the beginning in the form of the Toray Philosophy. At this time, people-centric management was positioned as a key part of the Corporate Culture, which forms the foundation of the Group's Corporate Philosophy. Furthermore, under the Medium-Term Management Program, Project AP-G 2025, which aims to realize the Long-Term Corporate Vision, one of the core strategies is to "enhance people-centric management," with efforts focused on strengthening the human resources that form the Group's foundation.

By using people-centric management, the Group is working to develop dedicated talent capable of creating new value, and to foster a group-wide environment where these professional individuals can grow and work with motivation. This is a basic strategy that places human resource development, a focus since Toray's early days, at the core of management. The aim is to maximize corporate value and ultimately contribute to society.

"Enhanced people-centric management" is an updated version of the original people-centric management approach. This revision was made in response to recent changes in employment dynamics, such as increasing uncertainty in the business environment, diversification of personal values, and a growing desire for career autonomy. The revised approach focuses on embracing diverse human resources and values, developing talent and organizations that can adapt to change, and fostering engagement with the Toray Philosophy and the development of fulfilling careers. The Group's human resource strategy is being devised and implemented to both maximize corporate value and enhance employee well-being.

## Related Policies

### Human Resource Development Policy

Under the Toray Global HR Management Fundamental Policy, securing and developing outstanding human resources is a key senior management priority, and the Group is promoting talent development with the following objectives:

- Development of fair-minded individuals who act with high ethical standards and a sense of responsibility
- Training of professionals with advanced expertise, technical skills and originality in problem solving
- Development of leaders who act with foresight and a sense of balance
- Development of individuals, professionals, and leaders who can play an active role in global business

In the area of human resource acquisition, the Group is actively working to secure outstanding individuals with high aspirations who can play an active role in a global organization. This kind of talent is recruited regardless of gender, nationality, or whether they are new graduates or mid-career job seekers.

As for human resource development, the Group is committed to creating workplace environments that prioritize employee health and foster a culture of pride and fulfillment. Moreover, systematic training programs are provided to employees at all levels and in all fields. The aim is to strengthen their management skills, enhance sales and production capabilities, improve specialized skills, and foster global competencies. Through these efforts, the Group aims to cultivate the next generation of senior management candidates, while expanding and enhancing the core talent base, which is essential for maintaining strong frontline capabilities.

### Toray Global HR Management (“G-HRM”) Fundamental Policy

Toray Group established its [Global HR Management \(“G-HRM”\) Fundamental Policy](#), with the goal of managing human resources from a common perspective shared by the entire Group, thereby surmounting differences between countries, regions, cultures, customs, and individual companies.

Under the policy, Toray Group practices a united approach to human resources management of each group company.

# Structure

## Human Rights Promotion System at Toray Group

Under the Ethics and Compliance Committee chaired by the president of Toray Industries, Toray Group operates the Human Rights Promotion Committee in Japan and the Global Human Rights Promotion Committee.

The Human Rights Promotion Committee in Japan determines the human rights activity policy to be carried out in the offices and plants of Toray Industries. Activities are implemented accordingly, with the aim of ensuring that working environments are positive and supportive throughout the Company.

Group companies in Japan use the activity policy of Toray Industries as a reference, and then implement their own human rights programs with the support of the parent company.

Meanwhile, the Global Human Rights Promotion Committee aims to minimize human rights risks outside Japan.

Each group company takes its own specific human rights initiatives based on circumstances in the country or region concerned.

## Toray Group's Human Rights Promotion System



## CSR Roadmap 2025 Targets

### CSR Roadmap goals

1. Respect human rights and ensure fair promotions based on merit throughout the Toray Group by eliminating discrimination based on factors such as race, creed, skin color, gender (including gender identity and sexual orientation), religion, nationality, language, ability/disability, physical attributes, assets, and place of birth
2. Ensure work environments take into consideration the health and diversity of employees and build a vibrant and rewarding workplace culture group-wide, working systematically to secure and train personnel

### Main Initiatives and Key Performance Indicators

	KPI
<b>Human Rights Promotion</b>	
(1) Implement human rights education and training	8-①
(2) Achieve the legally mandated employment rate of persons with disabilities	8-②
(3) Operate a whistle-blowing system and consultation service at each Toray Group company to promptly and appropriately respond to any problem reported in an effort to prevent or mitigate any negative impact on human rights	-
<b>Human Resources Development</b>	
(4) As part of career development initiatives for core staff, enhance the use of the career path worksheets included in the personnel information system	8-③
(5) Systematically hire, develop, and appoint core staff outside Japan	-
(6) Create workplace environments in which women will feel comfortable performing their duties	-
(7) Promote the use and improve the operation of measures to support employee work-life balance	8-④, 8-⑤

(8) Reduce overtime work exceeding standard hours 8-⑥

(9) Encourage the use of annual paid leave by labor union members 8-⑦

Key Performance Indicator (KPI)	Target			Fiscal 2023 Result
	Fiscal 2023	Fiscal 2024	Fiscal 2025	
8-① Group companies implementing human rights education and training (%)	100%	100%	100%	100%
8-② Group companies that have achieved legally mandated employment rate of persons with disabilities (%)	100%	100%	100%	59.4%
8-③ Career development initiatives for core staff using the personnel information system (use of career path worksheets) (% of employees)	Year-on-year increase	Year-on-year increase	Year-on-year increase	Year-on-year 101%
8-④ Employees returning to work from childcare leave (%)	100%	100%	100%	99%
8-⑤ Male employees taking childcare leave or other leave for the same reason (%)	Year-on-year increase	Year-on-year increase	Year-on-year increase	Year-on-year 106%
8-⑥ Reduction in employees who exceed 45 hours/month of non-statutory working hours	Year-on-year reduction	Year-on-year reduction	Year-on-year reduction	Year-on-year 81.1%
8-⑦ Available annual paid leave used by labor union members (%)	90%	90%	90%	95.7%

Reporting scope: Toray Group (8-① and 8-③)

Toray Group (Japan) (8-②)

Employees of Toray Industries, Inc. (8-4)

Employees of Toray Industries, Inc. (not including those posted outside Japan) (8-5)

Toray Industries, Inc. (8-6 and 8-7)

### Related Materiality for CSR

- Committed to Healthier Lives
- Respecting Human Rights and Promoting Human Resource Diversity

\* Click [here](#) for the Materiality View of CSR Roadmap 2025 (PDF:392.4KB).

PDF

## Looking to the Future

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### Committed to Human Rights

During the CSR Roadmap 2025 period (fiscal 2023–2025), efforts are being made throughout Toray Group to improve awareness of the need to protect human rights. These efforts are carried out via ongoing campaigns and training highlighting the Toray Group Policy for Human Rights.

In addition to identifying human rights issues within Toray Group and responding promptly and appropriately, the Group continues to augment its internal education at Toray Industries, Inc. and its group companies and to improve human rights awareness among officers and employees in fiscal 2024.

### Securing and Developing Human Resources

Toray Group is continuing a range of initiatives to build workplace environments that are considerate of employee health and a workplace culture characterized by pride and motivation. To secure the future management talent needed to lead the Group in coming years, Toray Group hires systematically, continually improves its grade-specific management training to strengthen frontline capacity and continues to upgrade its selective training to foster managerial candidates.

Click [here](#) for the main initiatives and KPIs for CSR Guideline No. 8 “Human Rights Promotion and Human Resources Development” during the CSR Roadmap 2025 period (fiscal 2023–2025).

PDF



CSR Activity Report (CSR Guideline Activity Reports) - Human Rights Promotion and Human Resources Development

# Human Rights Activity Report

## Human Rights Training

CSR Roadmap 2025  
Main Initiatives (1)

### Group companies implementing human rights education and training (%)

■ Reporting scope	■ Target in fiscal 2023
Toray Group	100%

Result in fiscal 2023

**100%**

Toray Industries, Inc. holds human rights promotion campaigns annually to help increase awareness and understanding of human rights issues. In fiscal 2023, the campaign focused on the human rights sensitivity of every person, harmony in the workplace, and communication that can overcome biases and foster compassion. Educational pamphlets were handed out to all employees. Through the campaign, the Company communicated to employees that it is important to create a workplace culture that respects the dignity of others, prevents sexual harassment, pregnancy-based harassment, and power harassment, and understands LGBTQ issues. The Company also sought to deepen understanding in each workplace that global interest in respect for human rights is increasing.

To raise awareness of human rights among employees, the Company holds management training and workplace-based study sessions at Toray Industries' offices and plants. In fiscal 2023, the Human Rights Promotion Group Leader conducted remote and in-person group training sessions for members of the Human Rights Promotion Committee as part of the human rights awareness campaign. Online training courses on Toray ethics and legal compliance are also held every year targeting all executives and employees (including contracted, part-time, and dispatched employees). In addition to reviewing the code of conduct and promoting awareness of the whistleblower hotlines, the program focuses on a different theme each year, looking at case studies of such issues as bribery prevention, or human rights and workplace harassment prevention. The fiscal 2023 program was held in March 2024, and 97.1% of eligible participants completed the activity. The theme was promoting understanding of the Ethics & Compliance Code of Conduct and Toray Group's whistleblowing system.

For group companies in Japan, the leader of Toray Industries' Human Rights Promotion Group held training sessions on human rights for labor managers and members of their staff (58 group companies participated). In addition, the Company provided teaching materials, educational pamphlets and e-learning materials—the same ones used in the human rights promotion activities of Toray Industries. In this way, the Company supported efforts by group companies to promote human rights.

For group companies outside Japan, Toray Industries provided educational materials reflecting the Toray Group Policy for Human Rights, the Group's human rights promotion system and international codes such as the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights. Overall, Toray Group promoted education tailored to the conditions of each country or region as it disseminated the Toray Group Policy for Human Rights.

The Group will continue to promote greater human rights awareness among its employees through ongoing human rights education and training programs.

### Fiscal 2023 Human Rights Training and Seminar

Type of training		Number of sessions	Number of participants
Toray Industries, Inc.	Training at head office	24	1,437
	Training at offices and plants	2,150	17,040
	Training at outside company	23	37
Group companies in Japan	Training at companies	1,247	23,991
	Training at outside company	160	383

**Total amount of time dedicated to training**

**1,616 hours**

## Identifying, Assessing and Mitigating Human Rights Risks for Toray Group

CSR Roadmap 2025  
Main Initiatives (1)/(3)

Toray Group carries out an annual survey of all of Toray Industries' offices and plants as well as its main group companies in and outside Japan, asking about their human rights promotion activities, including awareness and education efforts. The results are confirmed at the Human Rights Promotion Committee in Japan and the Global Human Rights Promotion Committee. Using this process, issues, problems and concerns are identified as human rights risks, and initiatives are considered and implemented in line via the human rights promotion system.

Toray Group has set up a system that enables everyone working for the Group to report and consult on human rights issues. In Japan, the Corporate Ethics and Legal Compliance Helpline has been set up, and each group company outside Japan also has established a Helpline contact point. All these services can be used anonymously, and there is also an externally operated helpline available. Toray Group strives to mitigate human rights risks and to respond promptly and appropriately if and when any issues arise. Information concerning the use of the Helpline contact points in Japan, such as the number of contacts and their content, is reported to the semiannual Ethics and Compliance Committee meetings chaired by the president of Toray Industries, Inc.

In order to also promote respect for human rights in the supply chain, compliance-related communications can always be submitted through the Toray website. The system for ensuring human rights are protected in the supply chain is described under "Establishing Sustainable Supply Chain."

## Related Information

- › [Inquiries concerning CSR initiatives by Toray Group and its business partners](#)
- › [Socially Responsible Procurement Initiatives at Toray Group](#)

## Response to Reports and Consultations on Human Rights

CSR Roadmap 2025  
Main Initiatives (3)

In fiscal 2023, 50 hotline reports and consultations related to human rights (workplace harassment and inappropriate behavior, etc.) were received across Toray Group. Investigations were conducted to check facts for all these cases, based on coordination between the department (person) in charge of the investigation, relevant department (person) involved in the incident, and the internal consultation offices set up at each company of Toray Group. In cases where a problem was verified, corrective measures were taken based on the group company's internal rules, such as the employment regulations.

The number of reports and consultations received, an overview of the cases, and the results of measures taken in response were reported to the Ethics and Compliance Committee, the Board of Directors, and the Board of Corporate Auditors as part of updates on the operational status of the whistleblowing system as a whole. Detailed reports were also submitted to the Human Rights Promotion Committee in Japan, and the Global Human Rights Promotion Committee.

In addition, through its human rights education in Japan, Toray Group introduced examples of issues reported to employees in a way that makes it impossible to identify the workplace or individuals to promote understanding and alerting to workplace harassment and other issues.

Click [here](#) for more information on the establishment and operation of the whistleblowing system relating to CSR Guideline 2, "Ethics and Compliance".

Click [here](#) for the main initiatives for CSR Guideline 8, "Human Rights Promotion and Human Resources Development" in CSR Roadmap 2025.

## CSR Activity Report (CSR Guideline Activity Reports) - Human Rights Promotion and Human Resources Development

# Securing and Developing Human Resources to Create New Value

## Enhancing People-Centric Management

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### 1. People-Centric Management

Accompanying the May 2020 announcement of the Long-Term Corporate Vision, TORAY VISION 2030, Toray Group organized the principles it has followed since the beginning in the form of the Toray Philosophy. Within these principles, people-centric management was positioned as a key part of the Corporate Culture, which forms the foundation of the Group's Corporate Philosophy.

People-centric management involves efforts to develop dedicated talent capable of creating new value, and to foster a group-wide environment where these professional individuals can grow and work with motivation.

This is a basic strategy that places human resource development, a focus since Toray's early days, at the core of management. The aim is to maximize corporate value and ultimately contribute to society.

### 2. Enhanced People-Centric Management

"Enhanced people-centric management" is an updated version of the original people-centric management approach. This revision was made in response to recent changes in employment dynamics, such as increasing uncertainty in the business environment, diversification of personal values, and a growing desire for career autonomy.

The revised approach focuses on embracing diverse human resources and values, developing talent and organizations that can adapt to change, and fostering Toray Philosophy engagement and the development of fulfilling careers. The Group's human resource strategy aims to both maximize corporate value and enhance employee well-being.

## Employing a Diverse Workforce

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Toray Group employs talented human resources with high aspirations who can play an active role in global business, inclusive of gender and whether employees were hired out of university or mid-career.

Since 1998, Toray Industries, Inc. has been expanding its efforts to recruit a diverse human resource population and has hired 118 non-Japanese as regular employees as of fiscal 2023. The Company actively recruits non-Japanese students who are studying in Japan, and Japanese students who graduate from universities abroad. Then, it seeks to build a work environment where all employees are able to fully demonstrate their individual abilities and perform to their utmost potential. In addition, Toray is actively pursuing mid-career hiring, while providing follow-up support for these hires, including additional training after joining the company.

## Number of Employees Hired in Fiscal 2019-2023 (Toray Industries, Inc.)

Result		2019	2020	2021	2022	2023
New graduates	Men	244	176	123	110	172
	Women	44	36	38	20	40
	Total	288	212	161	130	212
Mid-career hires	Men	37	9	13	53	121
	Women	8	2	6	7	20
	Total	45	11	19	60	141

### Recruiting Talent in Vietnam

#### [Toray Industries (H.K.) Vietnam Company Limited (THKVN)]

Recruiting human resources in Vietnam's textile industry has become challenging in recent years due to the aging of textile specialists and their declining number. In response, THKVN is strengthening its collaboration with top universities in Vietnam, such as Hanoi University of Science and Technology, Hanoi University of Industry, and Hanoi Industrial Textile Garment University, to recruit university graduates with textile expertise. As part of these efforts, the company offers scholarships and welcomes interns.



The general manager of the General Administration & Human Resources Department at THKVN delivering a congratulatory speech at a welcome ceremony for students entering Hanoi University of Science and Technology

## Systematic and Effective Training for Human Resource Development

CSR Roadmap 2025  
Main Initiatives (4)/5

Toray Industries develops well-designed training programs and systematically executes diverse training programs to enhance management, sales, production technology, and specialized skills, and to better equip employees to address globalization. These programs cover all levels of employees and fields, aiming to develop future management candidates while expanding and educating the base of core staff ready to employ their strong capabilities to lead on the front lines.

In recent years, Toray Industries has focused on reorganizing its training system to further enhance the Company's human resource development. Management Training for Executive Candidates was created as a new program with the aim of developing senior management successors. Two other new programs, management training for general managers and management training for managers, were established in order to enhance organizational

management capabilities. At the same time, the Company has launched multiple programs to train personnel involved in digital transformation (DX) initiatives, as part of specialized field-specific training for technology and sales personnel. In fiscal 2023, training expenditures per employee at Toray Industries stood at 146,300 yen, compared to 132,000 yen in the previous fiscal year. (Since much of the training is now being done in-house, starting in fiscal 2023 the calculation also includes costs related to in-house training.)

Moreover, to allow everyone regardless of age to regularly update their abilities and skills, Toray is working to enhance its professional development programs for employees, including the expansion of eligibility for Challenge Courses (subscription-based e-learning). In addition to training, the Group is adopting various personnel programs to develop an organization in which human resources who are ready for new challenges can play a greater and more active part in the Company.

### Fiscal 2023 Training Programs at Toray Industries

	Management	Technical	Sales, Marketing, and Administration	Global	General
<b>Directors</b>	Director Training			Toray Group Executive Seminar (TGES)	
<b>Division and Department Managers</b>	Management Training for Executive Candidates Department Manager Training			Toray Group Senior Management Seminar (TGSMS)	
<b>Section Managers</b>	Toray Management School Management Skills Development Seminar for Section Managers Management Training for New Managers	Training to become leaders in technology development	Training to become leaders in sales/marketing	Toray Trainee Program (TTP)	Study programs for employees (at university and other institutes in and outside Japan) and overseas training for young employees Outside training, outside seminars, seminars to exchange information with different business fields
<b>Non-Managerial Senior Level</b>	Management Training for Supervisors	Training to become leaders in technology development Mid-Level Engineer Training	Marketing and Merchandising Strategy Training	Toray Global Mindset & Communication School (TGS) Toray Management and Technology Training (TMTT)	
<b>Non-Managerial Junior Level</b>	Follow-up training for new hires in their third year at Toray Industries Follow-up training for new hires in their first year at Toray Industries Toray School of Technology and Business Administration	Second Technical Training First Technical Training Management Technology Seminars Open Patent Seminar	Second Sales/Marketing Training First Sales/Marketing Training Sales/Marketing Practical Seminars Senior/Junior Accounting Seminar	Global Diversity Seminar Business English Intensive Training	
<b>Newly-Hired Employees</b>	Introductory Training for Newly-Hired Employees	Practical plant training	Plant assignment	Intensive English Conversation Training for Newly-Hired Employees	

Training also open to employees of group companies in Japan

Training for "national staff" of group companies outside Japan, held in Japan

## Company-Wide Training Course Enrollment in Fiscal 2023 (Toray Industries, Inc.)

Training category	Persons enrolled			Time dedicated to training per employee (hour) <sup>1</sup>
	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

<sup>1</sup> Time dedicated to group training at the Toray Human Resources Development Center. It does not include time for correspondence learning or study abroad, etc.

### Toray School of Technology and Business Administration Develops Leaders to Improve Frontline Capabilities Across the Toray Group

Toray Industries is dedicated to improving the capabilities of frontline employees across Toray Group. It opened the Toray School of Technology and Business Administration in September 1994 as a training facility for young group employees in Japan. The aim is to develop human resources who can think and act without being micromanaged. As of the 28th session in 2022, the school has produced 831 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. In response to the rapidly growing internal demand for development of human resources with digital transformation (DX) expertise, the Toray School of Technology and Business Administration established a new course, "Information I," linked to the group-wide DX human resource certification system. This course provides instruction that meets frontline needs, including algorithms, programming, and training using collaborative robots. In October 2022, the Toray School of Technology and Business Administration opened a new Frontline Skills Enhancement School (*Genba-ryoku Kyoka* School: GKS) to develop unit manager candidates, graduating 16 students in the first cohort. Students learn soft skills such as leadership, team building, followership, and motivation by solving problems in their own departments. Toray Group is developing frontline leaders who have acquired the basic skills needed by working members of society in order to succeed in a changing world.



Employees working on a collaborative robot exercise as part of a Toray School of Technology and Business Administration program

## Personnel System (Toray Industries, Inc.)

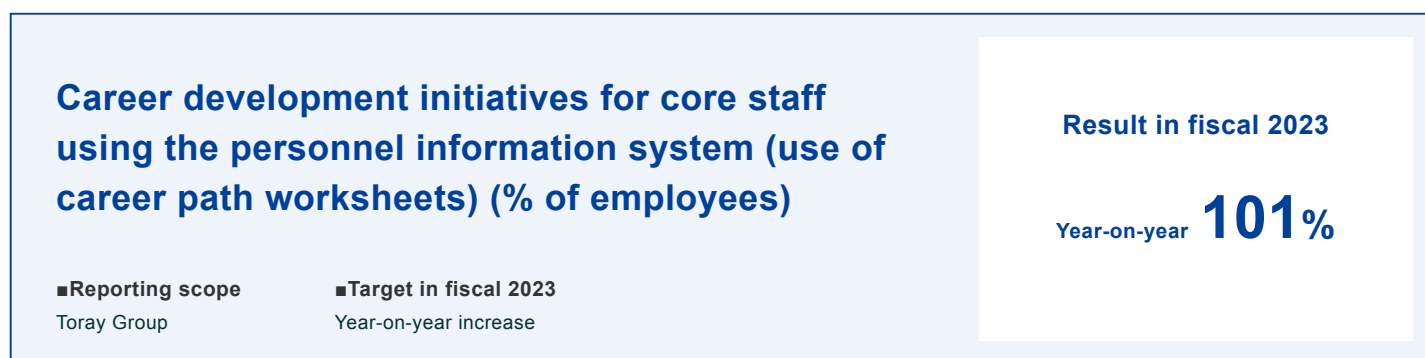
Management-by-objectives system <sup>2</sup>	Each employee establishes annual objectives. At the end of the fiscal year, employees and their supervisors meet to review accomplishments and the extent to which they were able to meet their objectives.
Personnel appraisal system <sup>2</sup>	Designed to facilitate a fair appraisal of employee contributions in terms of duties, responsibilities, capabilities, and performance <sup>3</sup> . In order to link ethics and compliance with individual performance reviews and compensation, evaluation items concerning safety, CSR, quality assurance, and compliance have been added to performance appraisal.
Individual meeting system <sup>2</sup>	Employees meet with their supervisors twice a year in a one-on-one setting. Supervisors provide consultation on employee performance and new objectives.
Self-assessment system for managers, occupational specialists, and G-Course employees	Employees are surveyed annually on topics concerning work experience and desires for interdepartmental transfer. Surveys can then be linked to individual personnel transfers and placement.
Career assessment system for G-Course employees	Employees participate in a regular review consisting of presentations of daily operations and personnel interviews in order to focus on the direction of their future growth.
Job opening system	Employees are given an opportunity to apply for jobs inside the Company and proactively develop their career, while ensuring optimal staff assignment.

<sup>2</sup> Applies to 100% of managers, occupational specialists, and employees pursuing G-Course and S-Course career paths.

G-Course: A career path for Toray Group executive or upper-level professional candidates

S-Course: A career path for manager, supervisor, or specialist candidates

<sup>3</sup> Including CSR initiatives



Toray Industries has introduced career path worksheets as a human resource development tool designed to promote employee growth. These worksheets encourage employees to reflect on their past work experience and the level of skill required in their field, as well as facilitate career-related discussions through interviews with supervisors and subordinates.

The career path worksheets were first introduced in fiscal 2020 for employees pursuing G-Course career paths in sales and corporate administration. In fiscal 2021, their use was extended to technical G-Course employees and, as of March 2022, has been expanded to all G-Course employees. Since fiscal 2022, Toray Industries and some of its affiliated companies have expanded eligibility for the career path worksheet program.



# Development of Future Management Candidates for Toray Group

Toray Group implements training in order to systematically develop future management candidates. Numerous employees who have undergone the training are already active in management positions. The Group holds Management Training for Executive Candidates, which was created as a new program in fiscal 2021 with the aim of developing senior management successors.

## Strategies for Developing Future Management Candidates

Program	Participants	Purpose	Year started	Number of Participants in FY2023	Total participants through FY2023
Management Training for Executive Candidates	Department managers of Toray Industries	Develop management leaders at Toray Industries and group companies	2021	12	34
Toray Management School <sup>4</sup>	Section managers of Toray Industries	Develop future management candidates at Toray Industries and group companies	1991	20	620
Toray Group Management School	Department managers of group companies in Japan	Develop management candidates focusing on group companies in Japan	2006	20	348
Toray Group Executive Seminar	Board members/officers of group companies outside Japan	Develop core staff at group companies outside Japan	2004	Not held	98
Number of employees who participated in programs to develop future management candidates (cumulative total)					1,100

<sup>4</sup> As of July 2024, 15 of Toray Industries' 28 executive officers have completed the Toray Management School program.

The Toray Global HR Management (“G-HRM”) Fundamental Policy was established through a resolution of the Board of Directors. The goal of the policy is to manage human resources from a common perspective shared by the entire Group, thereby surmounting differences between countries, regions, cultures, customs, and individual companies.

## **Toray Global HR Management (“G-HRM”) Fundamental Policy** Revised December 2021

True to its corporate philosophy, “Contributing to society through the creation of new value with innovative ideas, technologies and products” and its embodiment through “Innovation,” and in order to continue being a highly valuable corporate group for every stakeholder, Toray Group focuses on recruiting, retaining, and developing employees with high aspirations, with the understanding that “Human Resources” are the most important asset in management.

As Toray Group continues to promote further business growth and expansion globally, we set the following four principles as the Toray G-HRM Fundamental Policy, despite all differences between countries, regions, cultures, customs, and companies in order to facilitate HR management with a common basis for all Toray Group companies around the world.

Step by step, each company is encouraged to implement and maintain a concrete HR management system in line with the following Toray G-HRM Fundamental Policy. However, at the same time, it is essential to value the merits of local HR management in each company based on the individual circumstances of country, region, culture, custom and company. Thus, it is necessary to promote the policy while integrating both approaches properly.

- 1. Consistently recruit and retain core staff and promote long-term HR development programs**
  - (1) Consistently recruit core staff based on mid/long-term HR management views.**
  - (2) Sustain long-term HR development through emphasizing individual career development, promoting career interviews on development progress between supervisors and staff, and carrying out on-the-job training (OJT), together with training programs (Off-JT) and self-development.**
  - (3) Promote HR development by following up on each individual through MBO (Management by Objectives) and performance appraisal systems.**
- 2. Select and develop core staff who can win a place in the global competition**
  - (1) Recruit, retain and develop diverse and capable staff globally who understand and support the Toray Philosophy.**
  - (2) Provide selected staff with opportunities for sophisticated high-level training and global careers.**
  - (3) Promote staff, who have skills to assume management responsibility for Toray Group companies, to top management positions of each company, and also give them opportunities for selection to executive positions as well as core positions of Toray Industries, Inc.**
- 3. Pursue a “placing the right people to the right jobs” policy while enhancing fairness, understanding (by employees) through convincing explanations, and transparency**
  - (1) Make the best assignment for each employee and assigned organization by focusing on his/her ability and performance.**
  - (2) Place importance on fairness, understanding (by employees) through convincing explanations, and transparency when determining individual compensation, such as salary and bonus, by appropriately taking account all of the roles and responsibilities of the position, the employee's ability, as well as performance appraisal results based on the MBO (Management by Objectives).**

- (3) Enhance the HR development system and the compensation system to value challenges as well as contributions to the team.
- 4. Continue various management methods to further strengthen the company's business structure
  - (1) Conduct and continue head-count management and labor cost management as an entire company in a well-balanced way appropriate for business environments.
  - (2) Always sustain a flat, effective organizational structure and control the appropriate proportion of managerial staff.
  - (3) Build a resilient organization through the appropriate management of diverse work styles.

## Systematically Securing, Developing, and Promoting Core Staff Outside Japan at Group Companies

CSR Roadmap 2025  
Main Initiatives (5)

Toray Group regards the development of core staff at its group companies outside Japan as one of its priority management objectives. The Group makes active efforts to promote employees locally hired at these companies (national staff) to executive management positions, as well as to key posts and management positions at Toray Industries' head office. In fiscal 2023, a total of seven core staff outside Japan help manage Toray Group, with two serving as vice presidents of Toray Industries and five serving as director (*riji*), a position that is equivalent in scope and level of responsibility to senior management.

In terms of human resource development and promotions, Toray Group has been working on a succession plan and personnel development plan based on a medium- and long-term perspective and drawing up its Medium-Term Human Resources Plan with the goal of implementing systematic personnel assignments to ensure that core staff can tackle important business issues. The Group implements human resources strategies designed to support business strategies by verifying the availability of successor candidates for core positions and developing individualized development plans for future management candidates, including for core staff outside Japan. In addition, the Group is systematically fostering human resources by offering career development opportunities such as domestic and international job rotations.

Human resource development is systematically implemented using both on-the-job and off-the-job training. Off-the-job training consists of training implemented by each group company outside Japan. This is combined with grade-specific training programs held in Japan to ensure understanding of management principles and policies. These are linked with personalized long-term development plans. Toray Group, with direct involvement from the head office, is developing and regularly providing management training courses outside Japan specially designed for the particular circumstances and needs of group companies in each respective country.

## Fiscal 2023 Training Courses Held for Core Staff Outside Japan

### Japan-based courses

Training program	Managerial category	Participants
Toray Group Executive Seminar	Corporate executives	15
Toray Group Senior Management Seminar	Department managers	10
Toray Trainee Program	Section managers	22
Total participants		47

### Courses held outside Japan

Training program	Managerial category	Participants
Toray Group U.S. Management Training	Department managers / section managers	47
Toray Group EU Management Seminar	Department managers / section managers	44
Toray Group Indonesia Management Seminar	Department managers / section managers	23
Toray Group China Management Seminar	Department managers / section managers	69
Toray Group Korea Management Seminar	Department managers / section managers	19
Toray Group India Management Seminar	Section managers	19
Total participants		221

\* Training organized and carried out by sites outside Japan is not included in Toray Industries' company-wide training system.

### Toray Group Executive Seminar (TGES) (Toray Industries, Inc.)

The Toray Group Executive Seminar (TGES) was established to develop executive human resources working at Toray Group companies outside Japan. It is designed to enhance Toray Group's organizational strength by allowing participants to improve their understanding of the Toray Philosophy, the Long-Term Corporate Vision, the Medium-Term Management Program, and their mission and responsibilities as executives within the Toray Group. Learning takes place through formal discussions and informal conversations with the management team of Toray Industries. Since its inception in 2004, the program has generally been held every other year. In fiscal 2023, in-person training was held for the first time since the COVID-19 travel restrictions were lifted, marking the eighth such seminar.

Fifteen participants from 15 group companies across Europe, the Americas, and Asia took part.

Through lectures and Q&A sessions with the president and the general manager of the Corporate Strategic Planning Division, participants deepened their understanding of the mindset, attitude, and fundamental thinking required of Toray Group executives. In sessions provided by external lecturers, the participants learned about leadership in the context of cross-cultural understanding, reflected on their own approach to management in their current workplace culture, and explored opportunities to strengthen their own group company in a way that is consistent with Toray's corporate culture.

As the fiscal 2023 seminar was conducted in person, it also provided an opportunity for dynamic interaction between the participants and became a meaningful way for them to enhance their personal networks.

Click [here](#) for the main initiatives for CSR Guideline 8, "Human Rights Promotion and Human Resources Development" in CSR Roadmap 2025.

## CSR Activity Report (CSR Guideline Activity Reports) - Human Rights Promotion and Human Resources Development

# Promoting Diversity

Toray Group is committed to promoting employee diversity to help build thriving workplaces where each individual's abilities can flourish.

## Fostering an Organizational Culture Conducive to the Career Advancement of Women

CSR Roadmap 2025  
Main Initiatives (6)

Toray Industries, Inc. has long encouraged women in the workplace and implemented policies to support women to build fulfilling careers. The Company promoted its first female manager in 1958 and introduced employee provisions for taking parenting leave nearly 20 years before parenting leave became mandatory in Japan. In 2003, a woman became president of a Toray Group company. Then, in 2004, the Company launched the Advancement of Women Project. As of April 2024, women held 10.1% of unit manager or higher positions and 6.4% of section manager or higher positions. In June 2015, the Company welcomed its first female director (*riji*), a position that is equivalent in scope and level of responsibility to senior management. (One female director [*riji*] as of March 2024.) As of July 2024, two presidents of group companies outside Japan are women.

In March 2021, Toray Industries formulated and publicly released its five-year action plan (April 2021–March 2026) for increasing the retention rate of women employees and the ratio of women employees in management positions by promoting initiatives for individual skill development and career building.

The action plan sets out the following goals and initiatives.

### Goals:

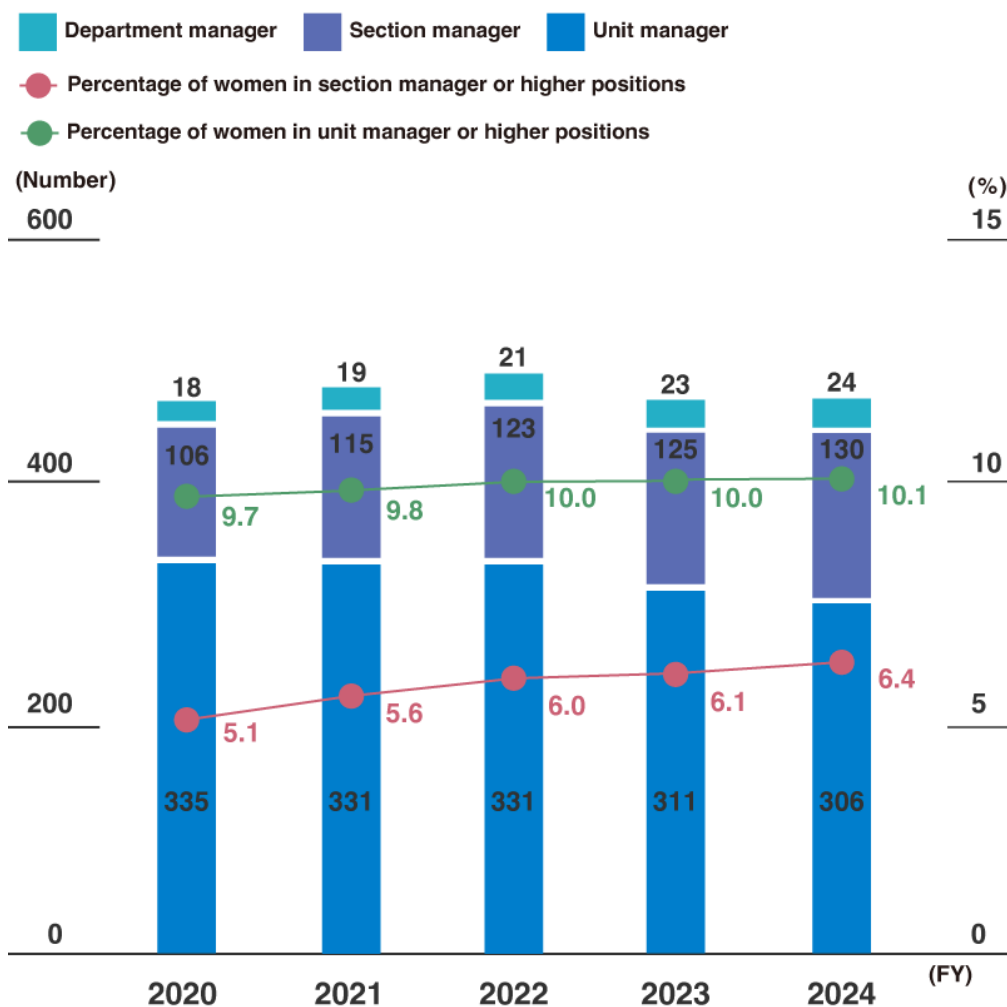
1. Increase the percentage of management positions held by women each year, with a specific initial target of raising this percentage from the 5.1% in fiscal 2020 to 6.5%
2. Achieve a 1:1 ratio of men and women employees continuously employed for each employment management category (among those who have been employed for ten years or less)

### Initiatives:

- (1) Use career path worksheets to enhance opportunities for discussion with supervisors and subordinates regarding careers and other topics and share content with directors in charge of each business and Personnel Department to follow up on status of implementation.
- (2) Narrow the gap between the percentage of women selected for company-wide leadership training and the percentage of women in the target group for this training.
- (3) Provide continuous training and other means of raising awareness of career development among women employees.
- (4) Enhance systems to enable diverse work styles and create an even better environment for balancing work and life events.

(5) Conduct morale survey (measuring effectiveness of initiatives) to ascertain status of above initiatives, analyze results, and identify measures for improvement.

### Number of Women in Management Positions and Women as a Percentage of Total Management (Toray Industries, Inc.)



\* As of April each year

### Gender Pay Gap

Toray Industries calculates the difference in earnings between men and women according to the provisions of Japan's Act on Promotion of Women's Participation and Advancement in the Workplace (Act No. 64, 2015). For regular employees, there is not a major gap in the earnings of women compared to men in managerial and non-managerial positions. However, the overall gap between female and male compensation is due to the relatively lower proportion of female employees in managerial positions compared to male employees in these positions.

## Gender Pay Gap (Female Earnings as a Percentage of Male Earnings)

All employee types	71.0%
Regular employees	83.8%
Part-time and fixed-term workers	58.2%

## Promoting Communication Among Women in the Workplace

CSR Roadmap 2025  
Main Initiatives (6)

Toray Group supports the voluntary initiatives of women in the workplace to create venues for communication about ways to resolve the issues and difficulties that they may face when trying to balance work and family life.

The outcomes of these communication events give the Group a glimpse into the current conditions facing women at work and their own opinions. Toray Group believes that resolving these issues one at a time will foster greater participation by women at work, and will steadily continue its efforts.

### Holding Career Advancement Seminars for Women Serving as Managers and Occupational Specialists, and Discussion Meetings

In fiscal 2014, women serving as general managers at Toray Group developed and initiated a career advancement seminar for women serving as managers and occupational specialists, and it has now been held seven times as of fiscal 2022.

These seminars were developed and launched with the hope that they would help women learn about diverse career paths and leadership and the importance of forming personal networks and learning from one another, particularly now. Participants in past seminars have been encouraged by this chance to hear about the wide range of conditions in which women in management and occupational specialties work and to interact with diverse role models. Each of the seminars is attended by the president of Toray Industries and the senior vice president of the Human Resources Division who engage in dialogue with the participants.

In fiscal 2016, the second seminar was held in January, and subsequently the seminar participants organized discussion meetings for women at all of Toray Industries' offices and plants in Japan to more broadly ascertain the views of women in non-management positions and younger workers at all plants. (In 2017, an additional discussion meeting was also held at the newly established Nasu Plant.)

The meetings offer an opportunity for women in workplaces of various ages and at various stages of life to talk honestly about balancing work and home life, sharing and educating each other about the challenges and issues they face. Men are also included in the conversations at some of these discussion meetings.

In fiscal 2017, follow-up meetings were held in 16 locations (plants), and women employees held group discussions on several themes chosen in the discussion meetings for women. In session one (information sharing), 1,039 employees participated, including 426 men, and 439 women participated in session two (group discussion). At session two (group discussion), a theme that fit the situation at each plant was chosen for discussion from among the themes compiled at the discussion meetings. Talking about a theme of interest to the participants allowed the discussion to go deeper, and issues that should be addressed at plants were identified. There have been several cases in which, based on the views obtained in the follow-up meetings, these discussions have led to improvements in the workplace environment or to facilities that enhanced working conditions for both men and women. In some cases, the discussions sparked the start of regular lunch meetings. These discussion meetings,

led by women, have been held at all Toray offices and plants since fiscal 2019.

In fiscal 2021, an online discussion meeting was held for female G-Course employees in Toray Group. The facilitators were female managers and occupational specialists who are able to serve as role models. It was a valuable opportunity for many G-Course employees to share their work motivations, concerns, and issues, and to hear the opinions and stories of the facilitators and their peers from various generations and workplaces. Through past conferences, participants have identified issues such as the fact that female G-Course employees, who represent the future of the Company, are often burdened with anxiety about future career development.

In fiscal 2022, in order to respond to issues such as these, training was held not only for female managers and occupational specialists, but also for male managers and occupational specialists who have female subordinates. Through this training, male and female managers and specialists shared their viewpoints, deepened their understanding of the current situation, and decided to make their own action declarations aimed at resolving the issues concerned.

In fiscal 2023, to help alleviate the work-life balance concerns of female G-Course employees, an online discussion meeting was held featuring female managers and occupational specialists regarded as accessible role models. Videos were also made available online, including messages from the chairman and president, an overview of group efforts to promote women's empowerment, and an explanation of the purpose of discussion meetings for female employees.

## **Career Advancement Seminars for Women Serving as Managers and Occupational Specialists, and Discussion Meetings**

### **Fiscal 2015**

#### **First career advancement seminar for women serving as managers and occupational specialists**

**Dates** February 13 – 14, 2015

**Overview** Built networks among participants, and share their diverse situations. Helped participants to recognize what they need to do in order to further advance their careers, and foster a perspective that develops leaders who will manage organizations. Former Toray Group employee Fumiko Hayashi (then Mayor of Yokohama) gave a talk on women's full participation in the workforce. In addition, discussed the direction of future seminars.

#### **Second career advancement seminar for women serving as managers and occupational specialists**

**Dates** January 29 – 30, 2016

**Overview** Enabled participants to examine their career plans integrating career and personal life, by studying the experiences of accessible role models. Encouraged each participant to draft a statement of intent about what she needs to do now and in the future to realize her career plan and help her organization achieve its medium-term goals. Lectures and training were given by external specialists in human resource development. Based on feedback from female managers and occupational specialists indicating that training as well as opportunities for incorporating frontline opinions are needed for younger female employees, a review of potential activities for employees who are not managers or occupational specialists was launched.



## Discussion meetings for women

**Dates** From August through December 2016<sup>1</sup>

**Overview** The meetings were held at plants; women shared their opinions on work situations and the issues they face, and these were summarized.

<sup>1</sup> With the Nasu Plant's incorporation, a discussion meeting was also held there in September 2017.

## Fiscal 2016

### Third career advancement seminar for women serving as managers and occupational specialists

**Dates** February 28 and March 1, 2017

**Overview** Problems faced at work were analyzed and recommended solutions provided, based on opinions from the discussion meetings for women and the results of a questionnaire given to all women in the workforce at Toray Industries before the meetings. This series of initiatives is intended to reinforce the problem-solving skills required for managers and occupational specialists. Participants followed up on the progress on the statements of intent they each made at the second seminar.

## Fiscal 2017

### Follow-up discussion meetings

**Dates** From December through March 2017 (22 meetings at 16 sites)

**Overview** Held as a follow-up to the discussion meetings for women. Of the themes discussed at these meetings, group discussions were held on: (1) the need for female advisors in balance work and personal life; (2) the need for seminars on systems for childrearing and caregiving; (3) the ease of use of the telecommuting program; and (4) the need for women's training for employees on the S-Course track and for raising interest in participating. Measures to improve these issues were considered and proposed in line with conditions at each plant.



Group discussion

## Fiscal 2018

### Fourth career advancement seminar for women serving as managers and occupational specialists

Dates July 13– 14, 2018

Overview Before the meeting, men in management positions and male occupational specialists were interviewed about their thoughts on the issue of promoting career advancement for employees regardless of gender. Using results of the analysis, major issues facing the career advancement of diverse employees were identified, in order to enhance their ability to arrive at and implement solutions. Using assessment tools, employees learned about their own strengths and weaknesses and become more aware of their leadership styles.

(This seminar was held for women who had been promoted to managerial and occupational specialist positions after the third seminar, as well as women who were not able to participate in the past three seminars.)



Analysis and discussion of questionnaire results



Comments by the senior vice president of the Human Resources Division



Comments by Harumi Horinouchi, Director (rjji)

## Fiscal 2019

### Fifth career advancement seminar for women serving as managers and occupational specialists

Dates October 18– 19, 2019

Overview Based on an analysis of the current situation given by organizers of the seminar, the participants were divided into groups to discuss three challenges for achieving the empowerment of women in Toray Group workplaces and to come up with action plans. The challenges to be tackled are: the promotion of women to managerial and specialist positions, the retention of young female employees, and the realization of long-term career development. Since the seminar, the participants continue to engage in group work. The aim is to further ascertain the current situation and dig deeper into the root causes, and to make recommendations for overcoming the challenges.



Seminar participants



Welcome from the senior vice president of the Human Resources Division



Comments by Harumi Horinouchi, Director (rjji)

The Company set up a babysitting space in the training center during the career advancement seminars for women serving as managers and occupational specialists so that women who are also raising children could participate with peace of mind.

## **Fiscal 2020**

### **Sixth career advancement seminar for women serving as managers and occupational specialists**

**Dates** September 3– 4, 2020 (held online)

**Overview** With regard to the three issues defined in the fifth seminar (the promotion to managerial/specialist positions, retention of young employees, and the realization of long-term career development), the participants divided into 11 groups to report and discuss the activities undertaken, the results achieved, and recommendations for future action. Due to the COVID-19 pandemic, the seminar was held as a virtual meeting in fiscal 2020, rather than in-person as it has been in the past.

## **Fiscal 2021**

### **Online Discussion Meeting for Female G-Course<sup>2</sup> Employees**

**Dates** November and December 2021 (participants divided into groups for a total of 62 sessions)

**Overview** The discussion meeting was divided into two parts. Part one consisted of the viewing of three videos: the president's message, an explanation of the purpose of the discussion meeting, and a lecture by an outside speaker. Part two provided the opportunity for participants to share their opinions with each other online. In this second part, female managers and occupational specialists (section managers) served as facilitators to create an atmosphere where participants could speak candidly without concern. The facilitators prompted discussion of and carefully listened to individual cases of female G-Course employees, their actual situations, and thoughts on work-life balance and sources of motivation. By helping to create networks among participants, including their role-model female managers and occupational specialists, workplace environments can be developed that enable female employees to pursue careers over longer terms. This includes being able to increase their motivation, access more information and reduce their anxiety about future career development, as well as finding appropriate support for career continuation while balancing childcare or family care responsibilities.

<sup>2</sup> G-Course: A career path for Toray Group executive or upper-level professional candidates

## **Fiscal 2022**

### **Online Training for Male and Female Section Managers with G-Course Female Subordinates**

**Dates** July and August 2022 (participants divided into 39 groups for discussion)

**Overview** Based on a prior questionnaire survey of G-Course female employees, participants engaged in discussions and shared opinions on the topic of “workplaces where diverse human resources can thrive.” The aim was to foster workplaces and a corporate culture in which staff can play a more active role by helping managers gain insight in their day-to-day management activities, and at the same time, identify the direction for appropriate measures, including support for balancing family and work responsibilities.

## Fiscal 2023

### 1. Discussion Meetings for G-Course Female Employees

Dates August and September 2023

Overview To help ease concerns about balancing work and personal lives, online discussion meetings were held featuring female managers and occupational specialists regarded as accessible role models.

### 2. Content Portal for G-Course Female Employees

Dates August to October 2023

Overview An intranet site was set up to share video content on group activities to promote women's full participation in the workplace. This included video messages from the chairman and president, an overview of group efforts to promote women's empowerment, an explanation of the purpose of discussion meetings for female employees, as well as external e-learning materials on career development and time management.

## Sharing Stories via the Company Intranet: Vibrant Employees Achieving Work-Life Balance

The Company gives specific examples on its corporate intranet of employees who have given birth to and raised children, or provided caregiving for other family members, and how they did so while still working.

In 2016, experienced employees began sharing their work-life balance stories on this intranet site, providing younger individuals with ideas on how to enrich both their work and personal lives. A total of 39 stories have been shared, with three added in fiscal 2023. By publishing not only examples of work-life balance achievement amid major life events, but also personal experiences relating to overseas posting and other career stages, the intranet site is helping employees of every age and gender to make their professional and personal lives more fulfilling.



Intranet site: Vibrant Employees Achieving Work-Life Balance

## Examples of Workplace Initiatives in fiscal 2023

### Follow-up Discussion Meeting After the Women's Empowerment Course (Toray Industries, Inc. Ehime Plant)

As follow-ups to the training session for female S-Course<sup>3</sup> employees in 2022, a total of three discussion meetings were held in 2023, with a total of 33 women participating. In the meetings, participants reflected on what they had learned from the training. They also shared ideas they had put into practice and initiatives they had taken to improve their skills.

<sup>3</sup> S-Course: A career path for manager, supervisor, or specialist candidates



Ehime Plant manager observing discussions by female employees

### Networking Event Held for Female Engineers (Toray Industries, Inc.)

In response to findings from an employee workplace survey, the Engineering Division of Toray Industries is promoting an initiative to ensure that no one feels alone. This reflects the fact that there are only four female Engineering Division employees at the Company's 13 plants. With few opportunities to share thoughts with those in similar situations, these women were at risk of feeling alone. After new female employees recently joined the Chiba Plant, a company-wide networking event was arranged for such employees. As one of the division's "You Are Not Alone" initiatives, it was an effective way for these women to make new connections who can offer each other support whenever they face challenges.



Women's networking session

## Employment of Persons with Disabilities

CSR Roadmap 2025  
Main Initiatives (2)

### Group companies that have achieved legally mandated employment rate of persons with disabilities (%)

■Reporting scope  
Toray Group (Japan)

■Target in fiscal 2023  
100%

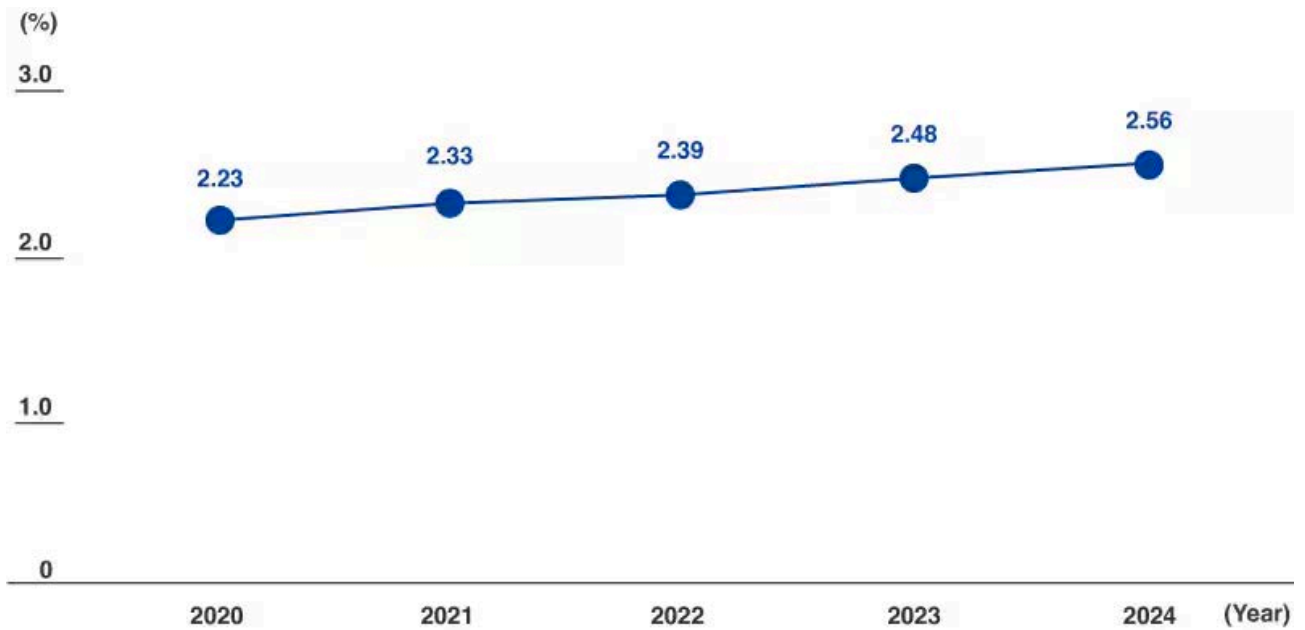
Result in fiscal 2023

**59.4%**

Toray Group hires and employs persons with disabilities, from those with physical challenges to persons with intellectual and mental challenges. The Group is making workplace improvements to remove physical barriers for persons with handicaps as well as instituting safety measures. Additionally, the Group provides comprehensive training upon work placement and gathers feedback from persons with disabilities to make workplace improvements.

Further, in fiscal 2023, Toray Industries met Japan's legally mandated employment rate of persons with disabilities, as did 59.4% of Toray Group companies in Japan. Group companies actively seek to hire persons with disabilities through public organizations and job placement agencies. However, some individual group companies do not meet the mandated legal requirement. Toray Industries and group companies will continue to work together to actively focus on this issue moving forward.

## Employment Rate of Persons with Disabilities (Toray Industries, Inc.)



\* As of June 1 each year

## Re-employment System

As part of Toray Industries' initiatives to encourage full utilization of skilled individuals over 60 years of age, in fiscal 2001 the Company introduced a re-employment system open to all of its unionized employees who wish to continue working. In principle, the Company re-employs all employees who reach 60 and would like to continue working to 65. In fiscal 2005, the scope of the re-employment system was expanded to include managers and occupational specialists.

In light of recent legal reforms and societal trends regarding the employment of seniors, in April 2024, the Company raised wage levels for its re-employed union members.

## Career Advancement for Non-Japanese Employees

As Toray Industries becomes an increasingly global company, it is working to enable its non-Japanese employees to play more active roles.

Click [here](#) for more information on efforts for the full participation of non-Japanese employees.

## Training for Vietnamese Technical Intern Trainees

With employees from Toray Industries (H.K.) Vietnam Company Limited serving as instructors, in fiscal 2023, training was provided to Vietnamese technical interns in their own language on the Toray Philosophy and compliance. The training was held in Japan at Toray Textiles, Inc., Sowa Textile Co., Ltd., Maruichi Fiber Co., Ltd., and Ogaki Fuso Spinning Co., Ltd.



Intern training at Sowa Textile Co., Ltd. (left) and Ogaki Fuso Spinning Co., Ltd. (right)

## LGBTQ Issue Awareness

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Since January 2017, Toray Group has offered an employee hotline specifically for LGBTQ issues. This is part of its efforts to prohibit discrimination based on gender identity or sexual orientation. Moreover, the Group is working to promote employee awareness of LGBTQ issues by incorporating relevant content into human rights awareness courses and the pamphlets that are distributed during the Group's annual human rights awareness campaign.

## Seminar on Psychological Safety and Unconscious Bias (Toray Industries, Inc. Okazaki Plant)

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As part of Safety and Compliance Collaboration Activities, a seminar on psychological safety and unconscious bias was held at the Okazaki Plant. Attended by 41 employees, primarily in management positions, the seminar provided information on specific methods for increasing the psychological safety of team members and how to deal with unconscious bias in the workplace. The participants also deepened their understanding through individual exercises and group discussions.



Group discussion during the seminar

Click [here](#) for the main initiatives for CSR Guideline 8, “Human Rights Promotion and Human Resources Development” in CSR Roadmap 2025.

CSR Activity Report (CSR Guideline Activity Reports) - Human Rights Promotion and Human Resources Development

## Creating a Positive Workplace for Employees

CSR Roadmap 2025  
Main Initiatives (6)(7)(8)(9)

Toray Industries, Inc. has been working to further improve systems that help employees achieve a harmonious balance between work and family life, by offering a wider variety of lifestyle options for men and women. Support systems that exceed those legally mandated for childcare, family care, and maternity protection are provided, the result of the company's commitment to making them accessible and responsive for a diverse range of employee needs. In 2007, the company was granted certification as a general corporate entity meeting the requirements for supporting the development of the next generation by Japan's Ministry of Health, Labour and Welfare.



Since then, Toray has continued to expand its support system as follows.

Jun 2010	Revamped child care support systems in an effort to encourage male employees to make use of them
Apr 2011	Launched the Toray Smile Support Program, a point-based system that lets employees choose from various programs that provide financial assistance mainly for childcare and purchasing homes
Apr 2012	Initiated a telecommuting program aimed at making it easier for employees to work while raising children or caring for family members
Oct 2012	Expanded the scope of the commuting allowance for taking the bullet train
Apr 2013	Improved support systems once again, offering special leave for parents to prepare children for nursery school, and extending eligibility for leave to care for sick children or family members
Jul 2013	Revised lower-hour work schedule systems for those raising children or caring for family members
Jul 2016	Expanded leave provisions for employees requiring special consideration as caregivers
Jan 2017	Eliminated restrictions on the number of times that employees can use long-term family care leave and lower-hour work schedule systems for caregivers
Jul 2017	Started a flextime system without core-hour requirements for employees at the Tokyo and Osaka head offices



Oct 2019	Expanded the scope of the telecommuting program to those raising children or caring for family members
Apr 2020	Began allowing the use of paid annual leave on an hourly basis
Apr 2020	Introduced a working-hour interval system
Jul 2020	Eliminated the requirement of raising children or caring for family members in order to utilize the telecommuting program
Jan 2021	Introduced hourly leave systems for caring for sick children or other family members
Jul 2021	Expanded family-care programs
Jul 2023	Introduced leave to accompany spouse transferred overseas

### Major Support Systems for Employee Work and Family Life Balance

Category	Description
Prenatal and postnatal leave	<ul style="list-style-type: none"> <li>• Prenatal leave can be taken starting eight weeks before the expected delivery date (14 weeks before a multiple pregnancy).</li> <li>• Postnatal leave is available for eight weeks after childbirth.</li> </ul>
Long-term childcare leave	<ul style="list-style-type: none"> <li>• Available for employees using child care center services up to the end of the month in which the child turns two years of age</li> </ul>
Postnatal paternity leave	<ul style="list-style-type: none"> <li>• Fathers of newborns can take up to four weeks leave within eight weeks of the child's delivery date or expected delivery date, whichever is later</li> </ul>
Lower-hour work schedules for childcare	<ul style="list-style-type: none"> <li>• A maximum reduction of two hours per day, calculated in 15-minute increments, available until the end of the fiscal year in which the child is in third grade of elementary school</li> <li>• May be used concurrently with flextime system</li> </ul>
Long-term family care leave	<ul style="list-style-type: none"> <li>• Available for a total of 365 days per situation requiring leave to provide care</li> <li>• May be split up</li> </ul>
Spouse's childbirth leave	<ul style="list-style-type: none"> <li>• Available for three days in the event that an employee's spouse gives birth</li> </ul>

Category	Description
Lower-hour work schedules for caregivers	<ul style="list-style-type: none"> <li>• May be taken multiple times per situation in the five-year period following the first day of use</li> <li>• May be split up</li> <li>• May be used concurrently with flextime system</li> </ul>
Leave to care for sick children	<ul style="list-style-type: none"> <li>• Five days per year of leave per child available until the end of the fiscal year in which the child is in third grade of elementary school</li> <li>• Can be used on hourly basis</li> </ul>
Family care leave	<ul style="list-style-type: none"> <li>• Five days per year of leave available per family member</li> <li>• Can be used on hourly basis</li> <li>• At maximum 10 additional days per year available when no other appropriate caregiver is available</li> </ul>
Toray Smile Support Program	<ul style="list-style-type: none"> <li>• Welfare point system offering a selection of programs with an emphasis on providing support for childcare and home acquisition</li> </ul>
Childcare services payment assistance	<ul style="list-style-type: none"> <li>• Childcare coupons offering a 70% discount on services provided by participating companies issued as an additional Toray Smile Support Program service</li> <li>• No restrictions on number of coupons or age of participating employee's child</li> </ul>
Telecommuting program	<ul style="list-style-type: none"> <li>• Available for employees who are proficient in their assigned duties, can perform these duties self-sufficiently, and meet certain requirements.</li> <li>• Available up to three days (22.5 hours) per week and no more than a maximum of ten days (75 hours) per month for approved employees, who may use the program on a full-day or hourly basis. If an employee requests more than the maximum hours/days due to special circumstances, and it is deemed not to interfere with workplace management, the employee may telecommute for more than the maximum allowed under the program.</li> </ul>
Registration system for reemployment	<ul style="list-style-type: none"> <li>• Registration system providing reemployment opportunities to former employees who resigned due to personal matters such as marriage, childbirth and childcare, nursing care for family members, or a spouse's work transfer</li> <li>• The registration period is ten years. Registrants may be immediately eligible for regular employee positions depending on the content of their</li> </ul>

Category	Description
	jobs, expectations of their role in the company, and their personal situations.
Commuting allowance for bullet train or other limited express travel	<ul style="list-style-type: none"> <li>• Allowance for tickets for applicable distances on bullet trains or other limited express trains available for employees who wish to avoid (cease) living apart from their families due to job transfers or employees who bear personal responsibilities such as caring for family members</li> <li>• In certain cases, employees may be required to pay a part of the commuting expenses out of pocket.</li> </ul>
Leave to accompany spouse transferred overseas	<ul style="list-style-type: none"> <li>• Can be taken by an employee wanting to accompany their spouse on an overseas job transfer of six months or more</li> <li>• Can be taken for up to four years</li> </ul>

\* Toray Group employees working near Nihonbashi in Tokyo can use a local consortium-based child care center (Kids Square Nihonbashi Muromachi).

## Examples of Workplace Initiatives in fiscal 2023

### Online Discussion Meeting Held Concerning Support for Balancing Work and Family Lives

Toray Group has set up a section on its employee welfare site called WELBOX to provide information on various work-life balance support programs. WELBOX also shares examples of work-life balance achieved by Toray Group employees. The WELBOX Online Salone has been held since fiscal 2021 as an online discussion meeting for those interested in the cases featured on the site. As of the end of fiscal 2023, there have been five such meetings.

Reflecting on the themes of “taking action to begin a new career,” “work-life balance and lifestyle design,” and “non-linear careers,” the participants shared their daily struggles, and used it as an opportunity for intergenerational and cross-gender communication that goes beyond the usual workplace boundaries. Going forward, the plan is to continue holding this meeting about twice a year.



WELBOX online discussion meeting

## Utilization of Childcare and Family Care Leave Systems (Toray Industries, Inc.)

FY		2019	2020	2021	2022	2023
Employees taking childcare leave	Women	60	66	56	46	51
	Men	10	22	40	82	95
Employees taking family care leave	Women	3	1	2	2	1
	Men	1	0	1	1	1

\* Figures show the number of employees taking leave in each year.

## Number of Employees Who Returned to Work after Childcare Leave and Family Care Leave (Toray Industries, Inc.)



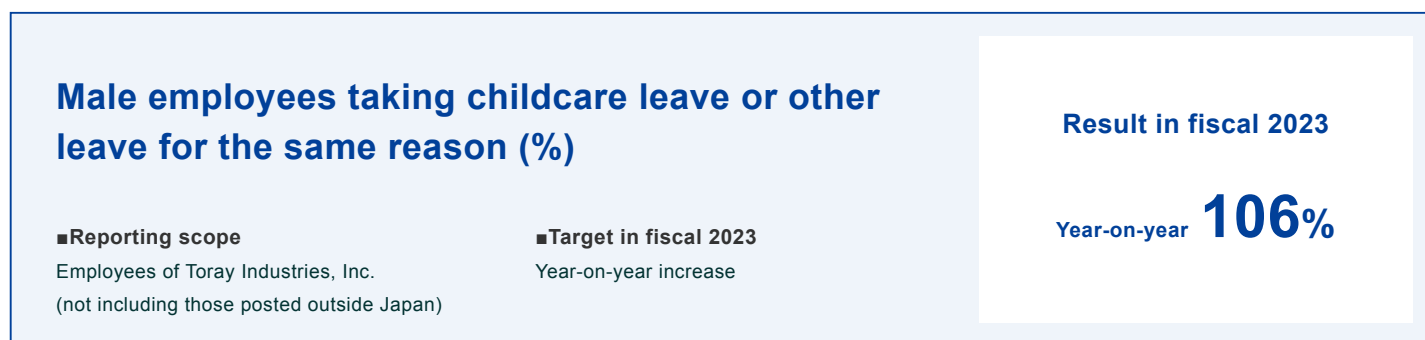
		FY2022		FY2023	
		Number of employees who returned to work	Percentage of employees who returned to work	Number of employees who returned to work	Percentage of employees who returned to work
Childcare Leave	Women	52	100%	37	100%
	Men	77	100%	95	99%
Family Care Leave	Women	2	100%	0	-
	Men	1	100%	1	100%

\* Number/percentage of employees returning to work per fiscal year

## Employees taking leave for spouse's childbirth (Toray Industries, Inc.)

FY	2020	2021	2022	2023
Number of employees	230	220	233	203

## Male employees taking childcare leave<sup>1</sup> or other leave for the same reason<sup>2</sup> (%) (Toray Industries, Inc.)



## Initiatives to Reduce Overtime and Encourage Use of Annual Paid Leave (Toray Industries, Inc.)

### Reduction in employees who exceed 45 hours/month of non-statutory working hours

■Reporting scope  
Toray Industries, Inc.

■Target in fiscal 2023  
Year-on-year reduction

Result in fiscal 2023

Year-on-year **81.1%**

### Available annual paid leave used by labor union members (%)

■Reporting scope  
Toray Industries, Inc.

■Target in fiscal 2023  
90%

Result in fiscal 2023

**95.7%**

Not only is Toray Industries taking steps to prevent overwork, it is also positioning employee work-life balance as a workplace innovation. The aim is to enhance labor productivity and competitiveness by changing employee mindsets, while also creating more supportive workplace environments. Since fiscal 2008, regular workplace discussions are held in each workplace to raise awareness of different working styles, and working late at night or on holidays is prohibited, in principle. All lights in the workplace are turned off at a certain time at night, and company-wide "no overtime days" take place one day each month. The Company has been working on ongoing initiatives to reduce overtime hours and encourage employees to take annual paid leave. (Employees used 95.7% of available annual paid leave in fiscal 2023).

In fiscal 2010, Toray Industries set up a Work-Life Balance Committee (renamed the AP-G 2022 Labor-Management Committee in fiscal 2020), which focuses on further improving and operating the systems. The committee follows up on work-life balance initiatives, including support for balancing work and family life, reducing excessive working hours, enhancing mental healthcare, and support for healthy work lives. In addition to reviewing further possible measures, the committee also analyzes current conditions regarding ideal work styles (required work styles, working conditions, and labor-management rules), identifies the issues involved, and reviews and proposes steps to be taken.

## Employee Health

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Toray Industries sees employee health management as a management priority. It is strategically working to create workplaces that prioritize employee health, while fostering an organizational culture of pride and job satisfaction. In fiscal 2023, the results of health initiatives were reported at the group-wide Safety, Health, and Environment Committee. An action plan was decided and then implemented at each business site and factory. Moreover, a group-wide meeting for relevant staff is hosted every year by the Industrial Relations Department, which is responsible for group-wide health management. At the meetings there are individuals from various business sites and plants, including occupational physicians and employee health nurses, as well as labor union and employee health insurance association representatives. They come together to share progress made on the Group's initiatives and identify challenges. Working in collaboration with the employee health insurance association, the Company actively promotes employee health.

Specific initiatives include sharing health information via internal communication tools and holding participatory events three times a year using health information sites. There are also lifestyle disease prevention seminars, and the promotion of employee physicals with greater assistance to offset costs.

Toray Industries is also addressing mental health, and since fiscal 2011 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, in March 2024, Toray Industries was again listed as a White 500 Company in the Certified Health and Productivity Management Organization Recognition Program.

### Examples of Workplace Initiatives in fiscal 2023

#### Health Seminar on Women's Wellness (Toray Industries Inc. Osaka Head Office)

An obstetrician was invited to give a lecture on menopause, a health issue that concerns older women. The event was planned in collaboration with the Blue Moon Project (BMPJ: a new project on female-specific health issues) which is being promoted chiefly by the Sustainable Technology Department of Toray Industries.



Women's health seminar

### Women's Seminar on Managing and Preventing Menopausal Symptoms (Toray Industries Inc. Tokai Plant)

A seminar was held for female employees on managing and preventing menopausal symptoms, with a total of 21 people in attendance. This topic is one of particular interest according to a questionnaire survey conducted at a women's networking event last year. In response, the Women's Empowerment Team planned this seminar. Additionally, from the perspective of preventing employee turnover, it is important for female employees to deepen their understanding of ways to manage and prevent menopausal symptoms.

The seminar allowed the participants to gain useful information while deepening communication and sharing their own insights. These included their own experiences with menopausal symptoms, and how they dealt with and overcame them. As men can also experience their own form of menopause, a similar seminar for male employees is being planned.



Seminar on coping with menopause

### Lectures by an Occupational Physician (Toray Industries Inc. Gifu Plant)

As in fiscal 2022, lectures were given to Gifu Plant employees by an occupational physician. Responding to the desire of both men and women to maintain positive and fulfilling lives, the two lecture topics were “Men's Mental Health Challenges” and “Insomnia: Getting a Good Night's Sleep.” Along with sharing his own experiences, the occupational physician spoke about the stress tendencies of both genders, the importance of listening carefully and the early detection of mental health issues, as well as tips for getting a good night's sleep.



Health lecture

## Dialogue with Labor Unions

Toray Industries holds meetings of the Central Labor and Management Council twice a year with the attendance of directors at the senior vice president level and higher and labor representatives at the union head level and higher. In addition to briefing the union on management information about Toray Group, the meetings facilitate ongoing dialogue with the union.

Resolution of labor issues is undertaken at separate Labor and Management Council meetings.

Based on the union shop system, all regular employees, excluding those at the management level or accepted as exempted from labor-management consultations, are members of the Toray Workers' Union. As of March 2024, Toray Workers' Union membership stood at 7,756 workers.

Click [here](#) for the main initiatives for CSR Guideline 8, “Human Rights Promotion and Human Resources Development” in CSR Roadmap 2025.