CSR Guidelines & Activity Reports

Human Rights Promotion and Human Resources Development

Social Initiatives

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 Ethics and Legal Compliance Code of Conduct. In the Code, discrimination of any kind based on race, creed, skin color, gender, religion, nationality, language, 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.
Toray Group has been tackling the issue of discrimination based on gender identification and sexual orientation. In January 2017, the Group established an employee hotline specifically for LGBT issues, which is operated by the Human Rights Promotion Section of the Industrial Relations Department of Toray Industries, Inc.
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 specifies its respect for human rights in its Corporate Ethics and Legal 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. 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 and to promptly and appropriately addressing issues if and when they arise.

Toray Group Policy for Human Rights (Adopted 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.

Securing and Developing Human Resources

The success or failure of a company is decided by its people—employees shape its destiny. Guided by this concept, Toray Group considers securing and developing outstanding human resources as one of its most important tasks and a fundamental management priority. Based on the following four goals, Toray Group is promoting human resource development.

- 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

Related Policies

Toray Global HR Management ("G-HRM") Fundamental Policy

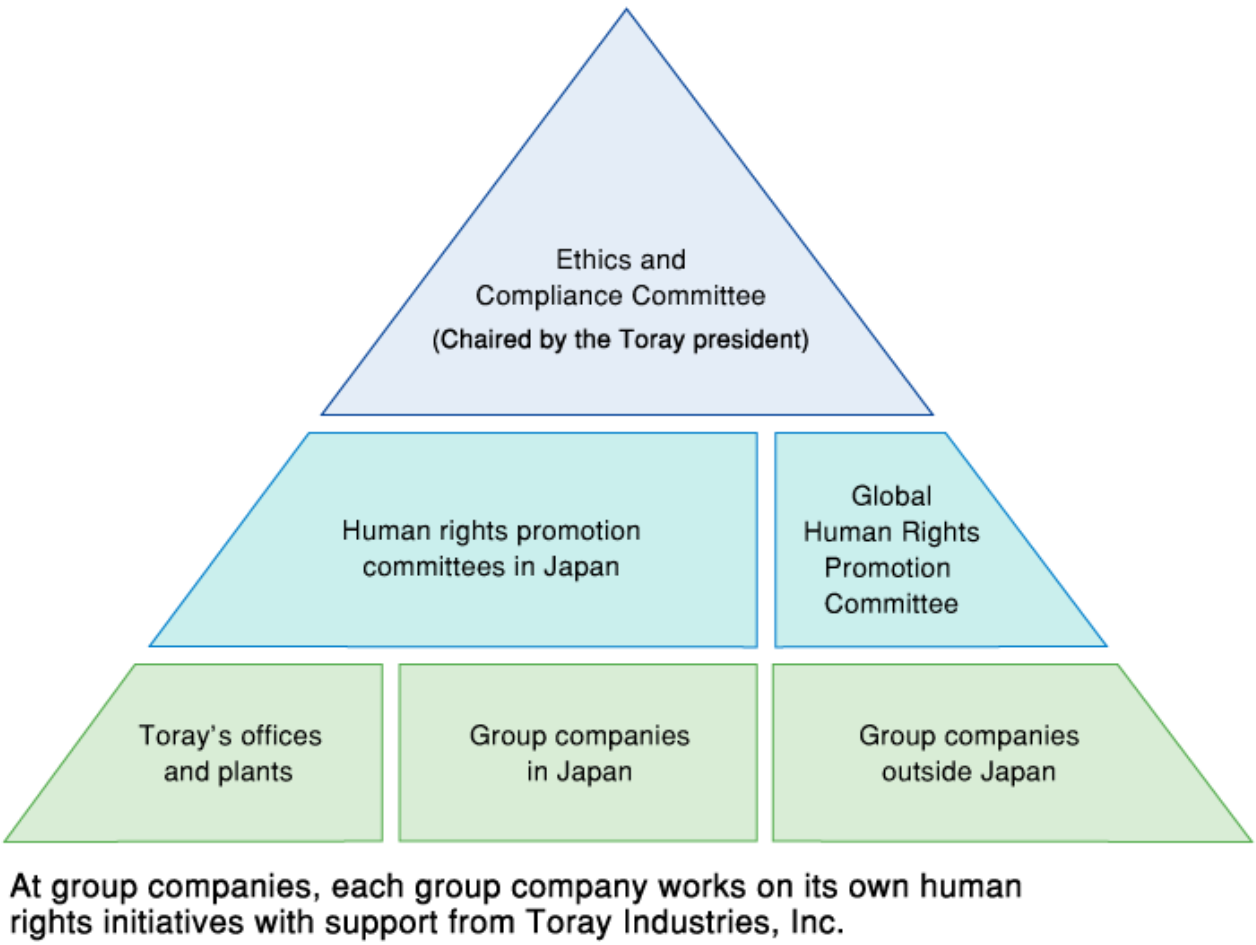
Toray Group established its Global HR Management ("G-HRM") Fundamental Policy in November 2011, with the goal of managing human resources from a common perspective shared by the entire Group, thereby surmounting differences between countries, regions, cultures, customs, and individual companies.
Under 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. With the committee framework, the Group promotes human rights at offices and plants in order to ensure a positive working environment for employees.

Toray Group's Human Rights Promotion System



Identifying, Assessing and Mitigating Human Rights Risks

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, any issues, problems and concerns related to human rights are identified and initiatives are considered and implemented in line via the human rights promotion system.
Toray Group has set up a system that enables group employees 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. Toray Group strives to mitigate human rights risks and to respond promptly and appropriately if and when any issues arise.

Securing and Developing Human Resources

Toray Group employs talented human resources who can play an active role in global business, inclusive of gender and whether employees were hired out of university or mid-career. The Group's approach to human resources development uses well-designed, systematic training programs.

CSR Road Map Targets and Results

Respect for human rights and fair promotion based on ability throughout Toray Group by eliminating discrimination based on race, gender, education, nationality, religion, and physical attributes

[Related material issue for CSR]

- Respecting for human rights

01

■KPI
Group companies implementing human rights education and training (%)

■Reporting scope
Toray Group

■Target in fiscal 2018
100%

Result in fiscal 2018

100%

02

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

■Reporting scope
Toray Group (Japan)

■Target in fiscal 2018
100%

Result in fiscal 2018

50%

03

■KPI
Women in management positions (%)

■Reporting scope
Toray Industries, Inc.

Result in fiscal 2018

4.9%

Ensure work environments take into consideration employees' health and build a vibrant and rewarding workplace culture group-wide, working systematically to secure and train personnel

[Related material issues for CSR]

- Creating a positive workplace
- Securing and developing human resources

04

■KPI
Group companies that have adopted a medium-term human resource plan (%)

■Reporting scope
Toray Group

■Target in fiscal 2018
100%

Result in fiscal 2018
100%

05

■KPI
Number of core staff outside Japan who participate in training courses

■Reporting scope
Toray Group (Outside Japan)

Result in fiscal 2018
320persons

06

■KPI
Training expenditures per employee (yen)

■Reporting scope
Toray Industries, Inc.

Result in fiscal 2018
90,261yen

07

■KPI
Available annual paid leave used by employees (%)

■Reporting scope
Toray Industries, Inc.

Result in fiscal 2018
89.7%

Looking to the Future

Committed to Human Rights

In addition to identifying human rights issues within Toray Group and responding promptly and appropriately, the Group will augment its internal education at Toray Industries, Inc. and its group companies and strive to improve human rights awareness among all employees in fiscal 2019.

Securing and Developing Human Resources

Toray Group pursues 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 regularly upgrades its selective training to foster managerial candidates.

Human Rights Activity Report

Human Rights Training

Group companies implementing human rights education and training

■Reporting scope
Toray Group

■Target in fiscal 2018
100%

Result in fiscal 2018

100%

Toray Industries, Inc. holds human rights promotion campaigns annually to help increase awareness and understanding of human rights issues. In fiscal 2018, the campaign focused on united efforts to enhance the awareness of the human rights of every person and on building positive, caring workplaces. Educational pamphlets were handed out to all employees. The campaign was aimed at preventing sexual, power, and maternity harassment (the latter being discrimination based on pregnancy) and encouraged an understanding of LGBT issues while fostering a corporate climate that respects the dignity of others. Furthermore, at each workplace, The Company communicated the increasing global emphasis that was being placed on human rights from a social responsibility perspective.

Training sessions were held for operational and administrative supervisors at Toray Industries' offices and plants. Workshops were also conducted in conjunction with workplace study groups. As in the previous year, in fiscal 2018 the manager of the Human Rights Promotion Section visited the Company' offices and plants as part of the campaign, and held workshops for human rights advocates. Human rights training seminars were conducted. In March 2019, the Company held an e-learning program on corporate ethics and legal compliance for human rights targeting all employees (97.6% of employees completed the program).

For group companies in Japan, the manager of Toray Industries' Human Rights Promotion Section held training sessions on human rights for labor managers and supervisors (57 group companies participated). In addition, the Company provided teaching materials, educational pamphlets and e-learning materials, the same ones used in the Company's human rights promotion activities. In this way, Toray Industries supported efforts by group companies to promote human rights.

For group companies outside Japan, Toray Industries provided educational materials reflecting international codes such as the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights as well as Toray Group's human rights promotion system, including the Toray Group Policy for Human Rights. Toray Group pursued education and awareness-building activities with consideration for the diverse cultures, customs and social norms of the countries and regions where it operates.



Human rights training seminar at Toray Industries' Nasu Plant



Human rights seminar at initial training for newly hired employees of Toray Group companies

Fiscal 2018 Human Rights Training and Seminar

Type of training		Number of sessions	Number of participants
Toray Industries, Inc.	Training at head office	35	2,150
	Training at offices and plants	1,046	14,760
	Training at outside company	45	92
Group companies in Japan	Training at companies	167	11,337
	Training at outside company	226	324

Total amount of time dedicated to training **2,838.4 hours**

Response to Reports and Consultations on Human Rights

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 worked together to promptly and appropriately respond to the reports and consultations on human rights received by the Corporate Ethics and Legal Compliance Helpline.
The number of reports and consultations received in Japan, an overview, and the results of the response to them were reported to the Ethics and Compliance Committee and the Human Rights Promotion Committee in Japan. Examples of issues reported are introduced in Toray Group's human rights education in Japan in a way that makes it impossible to identify the workplace or individuals, in an effort to promote understanding of human rights issues and raise attention to these issues.

Securing and Developing Human Resources to Create New Value

Materiality Focus

Social Initiatives

Training expenditures per employee

■Reporting scope
Toray Industries, Inc.

Result in fiscal 2018

90,261yen

Employing a Diverse Workforce

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 diverse human resources, in order to drive the globalization of its business. 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.

Number of Employees Hired in Fiscal 2016 - 2018 (Toray Industries, Inc.)

		2016	2017	2018
New graduates	Men	177	184	225
	Women	36	32	41
	Total	213	216	266
Mid-career	Men	93	97	55
	Women	8	22	17
	Total	101	119	72

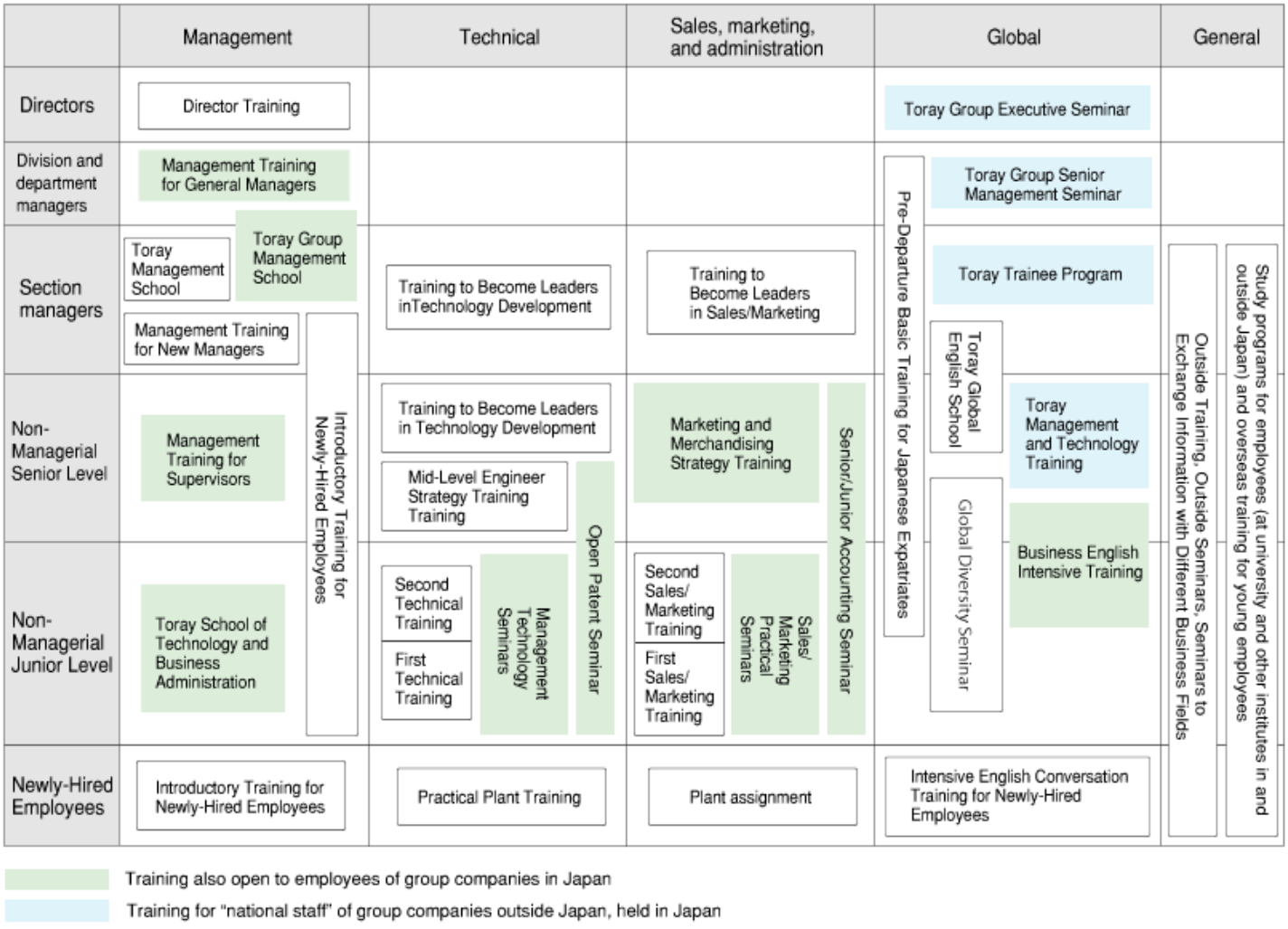
Systematic and Effective Training

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.

Over the recent years, Toray Industries has concentrated on enhancing and expanding its development of global human resources through Overseas Training for Young Employees, the Toray Global English School, and Business English Intensive Training, as well as through joint sessions of the Toray Management School and Toray Group Senior Management Seminar. The Company also implements the Global Diversity Seminar for non-Japanese employees working at Toray Industries. In fiscal 2018, training expenditures per employee at Toray Industries stood at 90,261 yen.

In addition to training, the Group is adopting diverse 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 2018 Training Program at Toray Industries



Company-Wide Training Course Enrollment in Fiscal 2018 (Toray Industries, Inc.)

Training category	Persons enrolled			Time dedicated to training per employee (hour) [1]
	Men	Women	Total	
Management	706	97	803	44.6
Technical	597	61	658	26.5
Sales, marketing, and administration	292	59	351	24.9
Global	232	57	289	36.9
General	303	74	377	14.7
Total	2,130	348	2,478	33.5

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

Personnel System (Toray Industries, Inc.)

Management-by-objectives system[2]	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[2]	Designed to facilitate a fair appraisal of employee contributions in terms of duties, responsibilities, capabilities, and performance.
Individual meeting system[2]	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.

2 Applies to 100% of managers, occupational specialists, and employees pursuing G Course and S Course career paths.

Development of Future Management Candidates for Toray Group

Group companies that have adopted a medium-term human resource plan

■Reporting scope
Toray Group

■Target in fiscal 2018
100%

Result in fiscal 2018

100%

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.
Since fiscal 2014, Toray Group has been working on a succession plan and personnel development plan based on a medium- and long-term perspective and drawing up a medium-term human resources plan and practicing systematic personnel assignment 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 national staff at group companies outside Japan.

Strategies for Developing Future Management Candidates

Program	Participants	Purpose	Year started	Total participants through FY2018
Management Training for General Managers	Division and department managers of Toray Industries, Board members/officers of group companies in and outside Japan	Develop management leaders at Toray Industries and group companies	2013	147
Toray Management School	Section managers of Toray Industries	Develop future management candidates at Toray Industries and group companies	1991	540
Toray Group Management School	Department managers of group companies in Japan	Develop management candidates focusing on group companies in Japan	2006	263
Toray Group Executive Seminar	Board members/officers of group companies outside Japan	Develop core staff at group companies outside Japan	2004	98

Number of employees who participated in programs to develop future management candidates (cumulative total)	**1,048**

Toray Global HR Management ("G-HRM") Fundamental Policy Established November 2011

True to its 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 focuses on recruiting, retaining, and developing employees with high aspirations for the Toray Group, with the understanding that "Human Resources" are the most important asset in management.

As Toray Group continues to promote further business growth and expansion, 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 promoting individual career development, implementing timely assessments of development progress, 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 highly capable staff who understand and support Toray's corporate philosophy, regardless of nationality.
   (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 Japan.

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 enhance motivation of average-level performers who contribute to their team.

4. Continue various management methods to further strengthen the company's business structure

(1) Conduct head-count management and labor cost management as an entire company in a detailed and uniformed way.

(2) Always sustain a flat, effective organizational structure and control the appropriate proportion of managerial staff.

(3) Maintain and strengthen competitiveness through the appropriate utilization of diversified human resources such as contract employees, temporary staff sent from agencies, and external resources.

Developing and Promoting Staff at Overseas Group Companies

Number of core staff outside Japan who participate in training courses

■**Reporting scope**
Toray Group (Outside Japan)

Result in fiscal 2018

320persons

Toray Group regards the development of core staff at its overseas group companies as one of its priority management objectives. The Group makes active efforts to promote employees locally hired at these companies to executive management positions, as well as to key posts and management positions at Toray Industries' head office. In fiscal 2018, at Toray Industries, five core staff outside Japan help manage Toray Group, serving in senior director *(riji)* positions.
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. In addition, the Group is systematically fostering human resources by offering career development opportunities such as domestic and international job rotations.

Training Courses Held for Core Staff outside Japan in Fiscal 2018 (Toray Group)

Japan-based courses

Training program	Managerial category	Number of participants
Toray Group Executive Seminar	Corporate executives	15
Toray Group Senior Management Seminar	Department managers	11
Toray Trainee Program	Section managers	21
National Engineer Key Person Training	Section managers	3
Toray Management & Technical Training	Unit managers	6
Total number of employees receiving training		56

Courses held outside Japan

Training program	Managerial category	Number of participants
Toray Group U.S. Senior Management Seminar	Department managers	14
Toray Group U.S. Management Training	Section managers	22
Toray Group EU Senior Management Seminar	Department managers	13
Toray Group EU Management Seminar	Section managers	15
Toray Group Indonesia Management Seminar	Department managers / section managers	12
Toray Group Malaysia Management Seminar	Department managers/section managers	31
Toray Group Thailand Management Seminar	Section managers	62
Toray Group Korea Senior Management Seminar	Department managers	20
Toray Group China Senior Management Seminar	Department managers	24
Toray Group East and North China Management Seminar	Section managers	25
Toray Group South China Management Seminar	Department managers	26
Total number of employees receiving training		264



Toray Group Senior Management Seminar for core staff outside Japan



Toray Trainee Program for core staff outside Japan

Number of core staff members outside Japan who participated in management training courses held in their countries/regions in fiscal 2018 (cumulative total)	**264**

Promoting Diversity

Social Initiatives

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

Women in management positions (%)

■Reporting scope
Toray Industries, Inc.

Result in fiscal 2018

4.9%

(As of April 2019)

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 2019, women held 9.3% of unit manager or higher positions and 4.9% 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. In fiscal 2016, Toray Industries developed an action plan to increase the percentage of female employees promoted to managerial positions by focusing on individualized career plans and awareness of career development based on Japan's Act on Promotion of Women's Participation and Advancement in the Workplace, which was enacted on April 1, 2016. Under this action plan, the Company has set the following target, on average, for the five-year period from fiscal 2016 to fiscal 2020: ensuring a women's promotion rate that is at least 80% that of men.[1] This figure is the Japanese Ministry of Health, Labour and Welfare's yardstick for determining whether or not excessive discrepancy exists based on gender. Specifically, Toray Industries will take the following measures to achieve this goal:

- Request individualized career plans each year to be faithfully followed;
- Conduct morale surveys every other year and follow up on issues requiring attention; and
- Bolster training designed to raise awareness of career building.

1 Promotion rate of women to managerial positions compared to that of men = Percentage of female employees promoted to managerial positions / Percentage of male employees promoted to managerial positions
Percentage promoted to managerial positions = Individuals promoted to managerial positions / No. of employees who were initially hired into the G Course who are eligible for promotion to managerial position that year

Promoting Communication Among Women in the Workplace

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 four times as of fiscal 2018. 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.
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 addition, 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, will continue to be held at all plants in fiscal 2019 and beyond.

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
Purpose	Build networks among participants, and share their diverse situations. Help 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. In addition, discuss the direction of future seminars.

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

Dates	January 29 – 30, 2016
Purpose	Enable participants to examine their career plans integrating career and personal life, by studying the experiences of accessible role models. Encourage 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.

Discussion meetings for women

Dates	From August through December 2016[1]
Purpose	The meetings were held at plants; women shared their opinions on work situations and the issues they face, and these were summarized.

1 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
Purpose	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)
Purpose	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[2] track and for raising interest in participating. Measures to improve these issues were considered and proposed in line with conditions at each plant.

2 An abbreviation for Specified Assignment Course, the S Course is the career path for employees who wish to pursue a career as a manager, supervisor or expert in a specified occupation.



Group discussion

Fiscal 2018

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

Dates	July 13– 14, 2018
Purpose	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 general manager of the Personnel & Industrial Relations Division



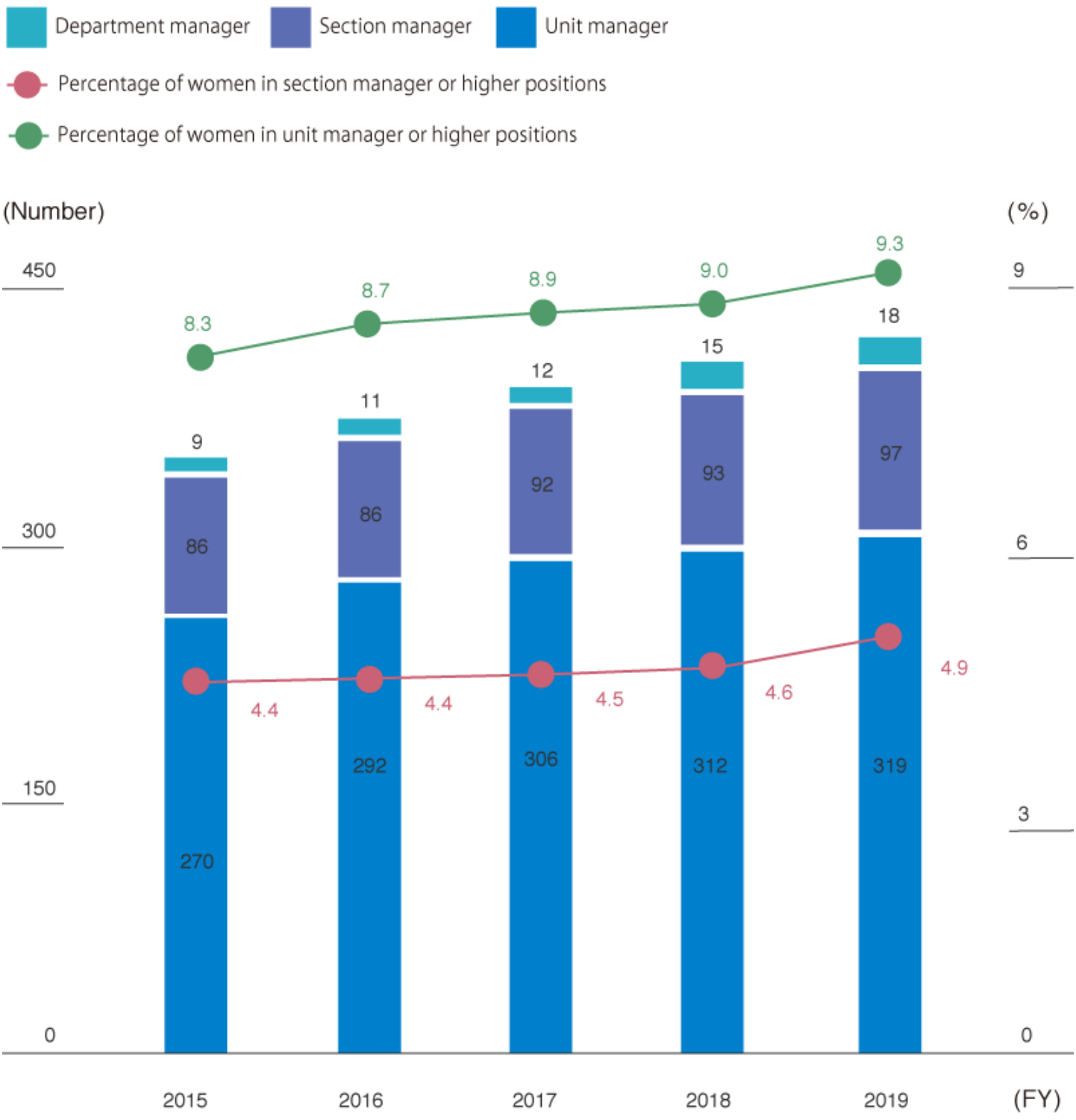
Comments by Harumi Horinouchi, director (*riji*)

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.

Sharing Stories via the Women's Empowerment Intranet

The Company provides specific examples on its corporate intranet of how employees who have given birth to and raised children did so while still working. This intranet site was set up in January 2016, and since March 2019 it has been accessible via smartphone or tablet.
By the end of fiscal 2018, the stories of 19 employees were posted on this website under the title of “Does This Help? My Story.” These stories are intended to provide hints that help other employees achieve better work-life balance.

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



Note: As of April each year

Employment of Persons with Disabilities

Group companies that have achieved legally mandated employment rate of persons with disabilities

Result in fiscal 2018

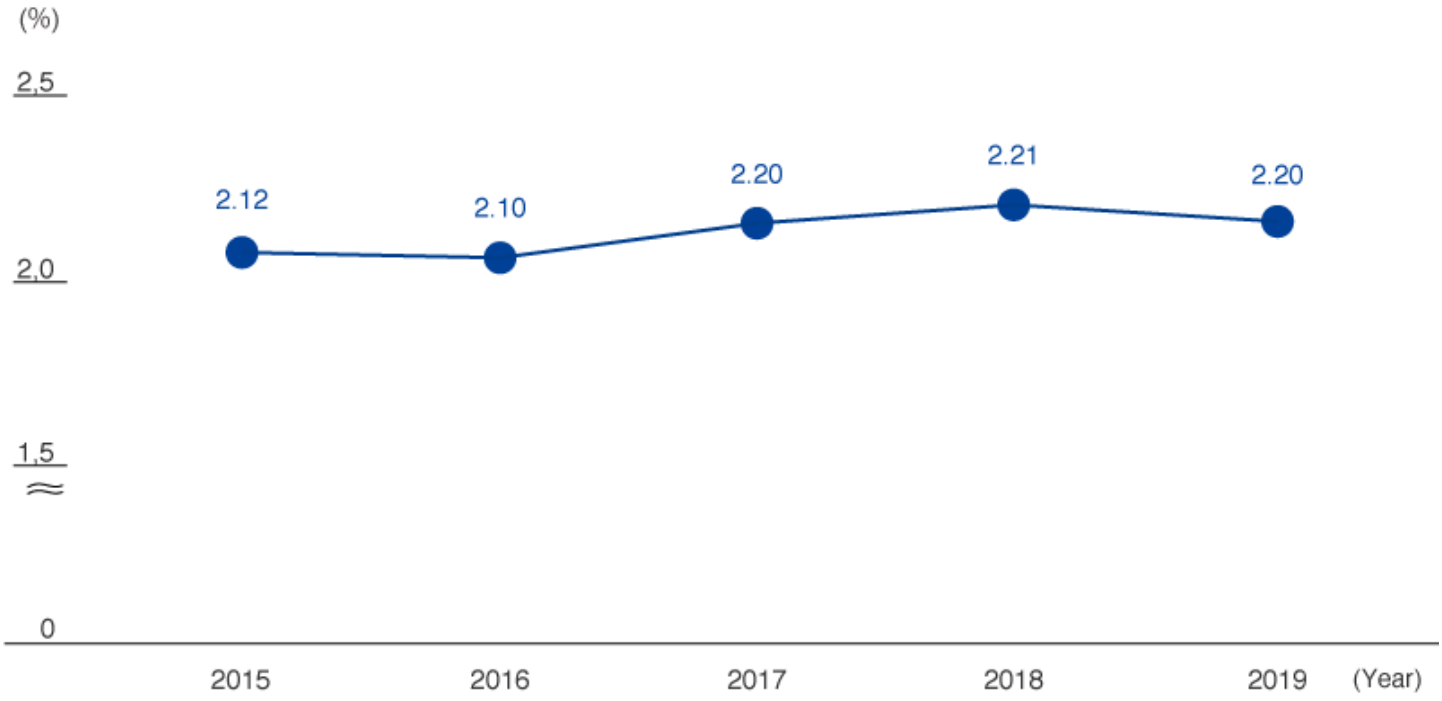
50.0%

■Reporting scope
Toray Group (Japan)

■Target in fiscal 2018
100%

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, Toray Industries meets Japan's legally mandated employment rate of persons with disabilities, as do 50.0% 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 Group will continue to focus on this issue moving forward.

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



Note: 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 fiscal 2005, the scope of the re-employment system was expanded to include managers and occupational specialists who wish to continue working.

Creating a Positive Workplace for Employees

Social Initiatives

Available annual paid leave used by employees (%)

■Reporting scope
Toray Industries, Inc.

Result in fiscal 2018

89.7%

Toray Industries, Inc. 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, Labor and Welfare. 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.

After acquiring the certification, Toray Industries revamped its child care support systems in June 2010 in an effort to encourage male employees to make use of them. Then in April 2011, the Company launched the Toray Smile Support Program,[1] a point-based system that lets employees choose from various programs that provide financial assistance for childcare and purchasing homes. The Company initiated a telecommuting program in April 2012, aimed at making it easier for employees to work while raising children or caring for family members.[1] Toray Industries also expanded the scope of its commuting allowance for taking the bullet train in October 2012. In April 2013, the Company improved its 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. In July 2016, Toray Industries expanded its leave provisions for employees requiring special consideration as caregivers, and in January 2017, it eliminated restrictions on the number of times that employees can use long-term family care leave and lower-hour work schedule systems for caregivers. In July 2017, the Company started a flextime system without core-hour requirements for employees at the Tokyo and Osaka head offices.

1 Available to regular employees.

Major Support Systems for Employee Work and Family Life Balance

Category	Description
Long-term childcare leave	• Available for employees using child care center services up to the end of the month in which the child turns two years of age
Lower-hour work schedules for childcare	• 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 • May be used concurrently with flextime system
Long-term family care leave	• Available for a total of 365 days per situation requiring leave to provide care • May be split up
Spouse’s childbirth leave	• Available for three days in the event that an employee’s spouse gives birth
Lower-hour work schedules for caregivers	• May be taken multiple times per situation in the three-year period following the first day of use • May be split up • May be used concurrently with flextime system
Leave to care for sick children	• 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 • Days not taken by the end of the fiscal year may be rolled over to the following fiscal year.
Family care leave	• Five days per year of leave available per family member • At maximum five additional days per year available when no other appropriate caregiver is available on those days
Toray Smile Support Program	• Welfare point system offering a selection of programs with an emphasis on providing support for childcare and home acquisition
Childcare services payment assistance	• Childcare coupons offering a 70% discount on services provided by participating companies issued as an additional Toray Smile Support Program service • No restrictions on number of coupons or age of participating employee's child
Telecommuting program	• Available for employees who meet certain requirements and have a family member requiring care or a child through the end of the fiscal year in which the child is in the third grade of elementary school • Available up to two days (15 hours) per week and no more than a maximum of six days (45 hours) per month for approved employees
Registration system for reemployment	• 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 • The registration period is ten years. Registrants may be immediately eligible for regular employee positions depending on the content of their jobs, expectations of their role in the company, and their personal situations.

Category	Description
Commuting allowance for bullet train or other limited express travel	• 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 • In certain cases, employees may be required to pay a part of the commuting expenses out of pocket.

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

FY		2014	2015	2016	2017	2018
Employees taking childcare leave	Women	71	53	64	68	58
	Men	5	3	4	3	4
Employees taking family care leave	Women	2	1	2	0	5
	Men	1	4	1	1	1

Notes:

1. Figures show the number of employees taking leave in each year.
2. Rate of employees returning to work from leave since fiscal 2017-2018
   (1) Employees taking childcare leave: Women 100%, Men 100%
   (2) Employees taking family care leave: Women 100%, Men 100%

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

FY	2017 (program introduced in October 2017)	2018
Number of employees	157	234

As part of its commitment to workplace innovation, Toray Industries makes provisions to help employees balance work and family life. 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 89.7% of available annual paid leave in fiscal 2018).

In fiscal 2010, Toray Industries set up a Work-Life Balance Committee and, in fiscal 2017, changed its name to the AP-G 2019 Labor-Management Committee. At the committee, representatives of labor and management review and discuss measures on a variety of themes with a view to supporting balance between work and family life, building workplace environments that facilitate diverse working styles, preventing overwork and reducing excessive working hours, and enhancing mental healthcare. The committee is working on further improvement and operation of the system by following-up on the total actual working hours of each employee.

Employee Health

Toray Industries sees employee health management as a management priority, and is taking strategic initiatives in this area. Working in collaboration with the employee health insurance association, the Company actively promotes employee health by sharing aggregate health information on the intranet at offices and plants and holding participatory events using health information sites.

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 February 2019, as in 2018, Toray Industries was listed as a White 500 Company in the Certified Health and Productivity Management Organization Recognition Program.

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 above. 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. As of March 2019, Toray Workers' Union membership stood at 8,584 workers.