

Strengthening Human Assets

Consistent with a management philosophy that emphasizes mutual trust, the Wacoal Group manages employees’ health and safety, trains personnel, and is receptive to diversity in human resources and values in each workplace, thereby deepening mutual trust with employees and developing workplace systems conducive to the creation of environments where the talents of individual employees can be fully realized. We have built value chains that comprise proprietary networks, which span all stages from product planning and development through to materials procurement, production, and sales. In these value chains, human resources are the Group’s most important management resource. For this reason, we believe that creating an appealing corporate culture that is employee friendly and offers job satisfaction will lead to sustained growth.

Development of Human Resources with a View to Enhancing Corporate Value

We believe that our development as a company is dependent upon efforts to enhance the qualifications of each employee. Based on this belief and with the aim of nurturing a corporate culture conducive to the growth of each individual and fostering a new type of talent who are autonomous in their actions and can realize our management philosophy, we provide and conduct training programs that support the development of employees’ careers and professional skills. In support of our employees’ career development and continuous self-learning, we are enhancing the quality of our training programs, other than rank-based training, and promoting active participation through hand-raising.

In addition, we conduct human resources development based on the skills required in particular fields. For example, we provide training on maintaining and enhancing the quality of Wacoal products as well as programs aimed at promoting customer satisfaction by heightening employees’ consultative capabilities. Other key initiatives include passing on our highly competitive manufacturing techniques and enhancing quality and productivity on a global basis by providing support and direction through technical experts dispatched from Japan to overseas factories.

New Personnel Development System

With the aims of fostering autonomous, innovative personnel who can put its management philosophy into practice and creating a culture conducive to employees’ growth as individuals, Wacoal Corp. introduced the Wacoal Terakoya personnel development system in April 2019. The new system helps employees take the initiative in building their careers and continue learning by offering a wider selection of training options beyond rank-based training as well as more opportunities to volunteer as a project participant. In addition to modifying our programs to increase the focus on productivity and practical training, we are conducting joint training with other companies to expose employees to diverse viewpoints. By fostering personnel who are able to create new value through the implementation of our management philosophy, we will sustain growth in a changing business environment.

Highlights of Our Human Resources Development Programs

Program	Aim		Annual number of participants	Period/No. of hrs. of training per person
Rank-Based Training	Helps employees understand the roles and the mindset expected of them in new ranks or positions and gives employees an opportunity to consider their career plans in the context of the Company's strategies		651	1–6 days (Differs according to employee rank)
Business Skills	Enables employees to learn the skills needed by businesspeople through exchanges with personnel inside and outside the Company and to acquire universal business skills usable inside and outside the Company		96	7.5 hours
Wacoal Academy	Shares in-house knowledge, passes on knowledge, and develops organizations through training and seminars conducted by in-house and external instructors		324	7 hours or more
Global Talent Development	Develops globally competent personnel who have international communication skills (the ability to execute duties, language skills, and the ability to work in and understand other cultures), underpinning the increasing globalization of the business	Overseas job training	4	2 years
		Overseas language training	—*	5 months
		Global mindset training	10	3.5 hours
Self-Study	Supports the autonomous development and enhancement of employee capabilities by providing e-learning content that can be studied anywhere at any time	Self-study support program	43	—
		Distance learning / E-learning	307	—

* Program canceled due to the COVID-19 pandemic

The Empowerment of Women

Although women account for a high percentage of Wacoal Corp. employees, they are underrepresented in Wacoal Corp.’s management team. Therefore, we view empowering women and thereby reflecting a greater diversity of viewpoints in decision-making as an important management goal. To this end, we are cultivating workplace environments that are conducive to women utilizing their strengths and attributes to play professional roles of greater importance. We will continue supporting the career development of women by expanding and improving a variety of systems and training programs.

TOPICS

Women Account for over 60% of Our Leaders

At Wacoal, although our working conditions are tailored to the specific life stages of women, our human resources development system is designed so that individuals are hired and trained based on skill and not gender. Meanwhile, our goal is to have women account for over 30% of management positions (section chief or higher rank) over the medium to long term.

With many of our store managers serving as leaders, over 60% of our leaders are women. Going forward, we will continue to develop an organization where each individual can gain a sense of personal and professional growth and feel a sense of pride and accomplishment.

Number of Women in Management Positions (Ratio of women in management positions = Number of women in management positions ÷ Total number of management personnel)	Number of Store Managers	Number of Female Leaders (Ratio of female leaders = Number of female leaders ÷ Total number of management personnel and store managers)
77 (27.3%)	269	346 (62.8%)

Women's Empowerment Mentorship Program

Based on the Act on Promotion of Women's Participation and Advancement in the Workplace, the Company has developed an action plan that entails increasing the number of women in management positions by creating an environment in which women can continue to work and pursue management positions. In line with this action plan, a mentorship program was established in fiscal 2022. This program provides female employees in nonmanagement roles who are seeking management positions with opportunities to consult with female managers other than their direct superiors about their career path and skill development. This experience allows our female employees to get a specific idea of what it would be like to balance childcare or nursing care with management duties and increases their motivation for considering a role in management as a part of their career development.

Health and Productivity Management

Viewing the health of employees as an important asset for sustained growth, Wacoal Corp. is advancing strategies for health and productivity management through close collaboration with health insurance associations and labor unions. Covering the period through to fiscal 2021, Wacoal GENKI Project 2020 established medium-term targets and action plans for countermeasures to the three categories of lifestyle diseases, cancer, and mental health issues, and a variety of measures were undertaken toward their achievement.

Despite showing signs of improvement in all categories, we were unable to reach our targets in three such categories due to the impact of COVID-19. As a consequence, discussions on incorporating the measures aimed at ensuring the health of our employees and a high level of health literacy into our next medium-term management plan are currently ongoing. In addition, Wacoal Holdings Corp. has been selected for the Health & Productivity Stock Selection Program for six years running since 2016 and certified as an Excellent Enterprise of Health & Productivity Management (White 500) for five years in a row since 2017. Meanwhile, Wacoal Distribution Corp. has also been selected for the Health & Productivity Stock Selection Program for the last four years since 2018 and was certified as an Excellent Enterprise of Health & Productivity Management (White 500) in 2021 for the third time.

TABLE 1 Wacoal GENKI Project 2020

Summary	Numerical target	FY2015 (Before project's countermeasures)	FY2021 (Results)
Lifestyle disease countermeasures Reduce the percentage of employees with lifestyle disease-related conditions	25% or lower	29.2%	▶ 29.0%
Cancer countermeasures Increase the percentage of employees screened for five major cancers	100%	96.1%	96.2%
		79.3%	93.9%
		90.5%	96.6%
		81.0%	▶ 90.8%
		65.0%	76.7%
Increase the percentage of screened high-risk employees (those requiring secondary tests)	100%	67.0%	84.4%
Reduce the percentage of employees who smoke	15% or lower	20.4%	12.7%
Mental health issue countermeasures Reduce the number of employees absent long term due to mental health issues x The number of days absent	7,000 or lower	9,555	▶ 14,798



2021
健康経営銘柄
Health and Productivity

Health & Productivity Stock selection
Wacoal Holdings Corp.
Wacoal Distribution Corp.



2021
健康経営優良法人
Health and Productivity
ホワイト500

Excellent Enterprise of Health & Productivity Management 2021 (White 500)
Wacoal Holdings Corp.