

Strengthening Human Assets

Consistent with its founding principle of 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 fundamental research, 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.



Human Resource Cultivation and Organizational Development 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.

Under the Wacoal Terakoya personnel development system, which began operating in April 2019, we are providing employees with more opportunities to put themselves forward for training by increasing and enhancing training programs outside the rank-based training curriculum. For example, to support employees' autonomous career development and continuous learning, we conduct joint training with other companies that helps trainees master business skills. Also, we offer training designed to develop globally competent personnel.

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.

Improvement of Employee Engagement and Well-Being

In VISION 2030, we have set forth our aim to "evolve and grow into a "Global Wacoal" by capitalizing on quality and our heightened sensibility to provide each customer with physical and emotional beauty and enrichment." To achieve this aim, it is essential that we increase the job satisfaction of our employees, who are important stakeholders, and improve the productivity of the organization as a whole.

Wacoal considers increased job satisfaction and employee happiness to be the driving forces behind high productivity and is working to improve employee engagement and well-being. The Company also conducted an employee engagement survey in November 2021, which received responses from 4,462 employees (approximately 90% of all employees), including those in sales positions. Positive ratings were received for the Company, products and services offered, and co-workers, while interdepartmental communication and the legitimacy of evaluations were rated negatively. Among the material issues we aim to resolve by 2030, we have identified "employees" as an area of critical focus, and endeavor to achieve growth in each of our employees and establish a highly rewarding organization. We aim to further improve employee engagement and well-being by analyzing the results of this survey in more detail, setting KPIs for 2030, developing various measures for the promotion and implementation of the WACOAL Way, and promoting workstyle reform and health management.

Message from the General Manager of the Personnel Department

Aiming to foster a corporate culture that provides job satisfaction and transforming into a company that enables each and every employee to demonstrate their individuality and strengths



Shinsuke Fukazawa
General Manager of
Personnel Department
Wacoal Corp.

The results of the engagement survey conducted in fiscal 2022 showed that loyalty to the Company and affinity for its brands were high, while there was significant dissatisfaction with interorganizational communication and the current evaluation system. The Personnel Department takes these results seriously and has reaffirmed the importance of fostering a culture in which employees can experience personal growth and job satisfaction. In the area of human resources development, we will implement measures to enhance employee career autonomy and increase job satisfaction under the new medium-term management plan. Measures include providing support for personnel in acquiring the business skills necessary to develop new fields, and expanding the Job Challenge and Outside Career Challenge systems, which allow employees to personally request transfers, to increase opportunities for employees to develop their careers on their own initiative. Through these measures, we strive to nurture human resources who can spur innovation. From the perspective of organizational development, the Company will continue to increase the diversity of its human resources while building a highly productive organization with a small but exceptionally skilled workforce. In order to lay the foundation for these efforts, we are planning to begin work as soon as possible on creating new systems and mechanisms for fair evaluation and treatment of employees and for the appointment of leaders who can continue to boost the organization's appeal. To foster an even more supportive corporate culture that encourages employees to step forward on their own initiative, we will transform our corporate culture by increasing the transparency and diversity of our human resources management through measures such as clarifying evaluation criteria and enabling employees to independently develop their careers.

We will also promote initiatives focused on diversity and inclusion. The percentage of women in managerial positions at Wacoal Corp. is 27.3% (as of the fiscal year ended March 31, 2022). We consider it an important management issue to create an organization in which all employees can play an active role regardless of gender or other personal characteristics, in order to reflect diverse values in our decision-making. To establish an environment in which all employees can play a more active role while leveraging their personal strengths and individual characteristics, we are implementing flexible workstyles that suit employees' life plans and values and will continue to support women in building their careers.

Project to Promote Awareness of the WACOAL Way and the Project to Improve Women's QOL

One of our employee-related material issues is building an organization that can demonstrate great results through co-creation and collaboration, and one of our concrete initiatives to achieve this is fostering an organizational culture in which people from various positions can cooperate and achieve their missions. In April 2022, the Project to Promote Awareness of the WACOAL Way was launched to examine what is required of the Wacoal Group to increase the number of employees who can act with clarity on what the Company should be and its Mission, and a concrete action plan is being formulated. Promoting awareness of the WACOAL Way encourages employees to become more conscious of their role in the Company and instills a sense of responsibility, which in turn leads to improved morale within the Company.

Furthermore, we have identified the "Promotion of co-creation innovation to solve social issues" as a material issue related to society, and one of our concrete initiatives to achieve this is our contribution to women's quality of life through ongoing dialogues with stakeholders. The Project to Improve Women's QOL (quality of life), which was launched in April 2022, is exploring initiatives to improve women's quality of life from a broad range of perspectives, ranging from the revision of employee systems to customer support.

Health and Productivity Management

One of the material issues set forth in VISION 2030 is the continuous improvement of employees' health and health awareness. Our goal under the newly formulated Wacoal GENKI Project 2025 for promoting health management is to improve the physical and mental well-being of employees, leading to increased productivity and improved employee engagement.

We will continue to promote health maintenance through the ongoing implementation of various countermeasures to address lifestyle diseases, cancer, and mental health while further developing a working environment that enables employees to make self-initiated efforts to improve their health, thereby encouraging changes in behavior and attitudes toward the subject of health improvement itself. We are also stepping up our efforts to address health issues that are specific to women. Furthermore, Wacoal Holdings Corp. has been selected as an Excellent Enterprise of Health & Productivity Management (White 500) for six years in a row since 2017.



Wacoal GENKI Project 2025

Concrete initiatives		Targets	KPIs		FY2021 (results)
Physical and mental health	Physical health	Improvement in the physical health of employees	1. Percentage of employees at risk of lifestyle diseases	Less than 25%	29.0%
			2. Percentage of follow-up examinations taken by employees at high risk	100%	87.6%
	Mental health	Improvement in the mental health of employees	Number of employees absent due to mental health issues × the number of days absent	Fewer than 10,000	14,798
			Percentage of employees recording high levels of stress in stress check	Less than 5%	7.9%
Health literacy	Independent employee health management through improved health literacy	Percentage of employees who are able to utilize information to determine plans and actions to improve their health	More than 70%	59.5%	
		Changes in behavior and attitudes toward health	Changes in behavior and attitudes toward health improvement	Employees practicing positive behaviors in the five categories of diet, exercise, sleep, alcohol consumption, and smoking	To be set by category
Women's health	Improvements in health issues specific to women	Percentage of female employees receiving examinations for breast cancer and uterine cancer	100%	Breast cancer 90.8% Uterine cancer 76.7%	
		Increase in the number of employees with an understanding of symptoms specific to women	*	-	
		Percentage of employees whose work performance is negatively impacted due to symptoms specific to women	Less than 10%	13.5% (Results of the fiscal 2021 survey)	
Productivity	Increase in number of employees working with a high level of productivity	Improvement of productivity indices (absenteeism and presenteeism)	Reduce by 10%	-	
Engagement	Increase in number of enthusiastic employees who proactively carry out their work	Increase in positive responses to employee engagement survey	Increase by 10%	-	

* To be set according to the results of the fiscal 2022 survey