

As a Group that values people, we respect the diversity, personality, and individuality of our employees and aim for “active roles of diverse human capital.” Amid a business environment undergoing rapid globalization, we are promoting the recruitment of overseas human capital, and developing global human capital through various educational programs including long-term and short-term study abroad programs. In response to the decline in labor force due to the declining birthrate and aging population in Japan, we are working to create an environment where employees can exercise their abilities regardless of gender or disability, making efforts such as enhancing the systems for childcare leave, shorter working hours for childcare, and considerations toward making workplaces barrier-free. We are also providing career support for women to promote their shift to professional positions. In addition, to reform work styles, we are focusing on the introduction of a remote working system, a selective working hour system, and a reduction of the total number of working hours per year by reducing and streamlining meetings, as well as revitalizing communication through the use of new IT systems. We will continue to create an environment in which each and every employee can achieve a life-work balance and diverse human capital can exert their abilities to the fullest with enthusiasm.

C S R
Key Challenge 3

Active Roles of Diverse Human Capital

Toward the creation of an environment where diverse human capital can work vigorously

Kurahashi: We are seeing steady progress in promoting the participation of women and recruiting global human capital, with the number of female graduate school and university graduates hired in 2024 exceeding that of men for the first time. The revision of the personnel system, aimed at promoting active roles for autonomous human capital, is now in its third year and is showing results such as the early promotion of young and mid-career employees. On the other hand, there are still issues to be addressed in terms of promoting active roles for senior human capital and the employment of people with disabilities, and we will continue our efforts to make improvements in fiscal 2024. In addition, we will work together with the Systems Division to provide reskilling in IT literacy and implement a new personnel management system that focuses on individuals' characteristics and qualities in order to further improve the environment so that everyone can work comfortably and full of energy.

Isomichi: Our personnel system for evaluating abilities is more advanced than other companies. Even young employees are able to actively speak up, and are entrusted with work if their suggestions are accepted. In my case, I proposed the creation of a new work experience system in the recruitment process and am working with the research and production engineering divisions to implement it. For the younger generation, diversity is a familiar issue, as many of them learned about it in class when they were students. Diverse values lead to a wide variety of ideas. I would like to promote diversity and realize an organization in which a diverse range of human capital can play active roles in their respective fields of expertise, and in which all members are complementary to each other.

Corporate Division
Human Resources Unit
Human Resources Team
Kokoro Isomichi

Corporate Division
Human Resources Unit
Human Resources Team Leader
Akira Kurahashi

Holding a working parents roundtable discussion

The Toyol Group is promoting various initiatives to create a workplace that is easy to work in for those raising children. In March 2024, a roundtable discussion was held with seven employees struggling to balance work and childcare, sharing their concerns and experiences in balancing work and childcare. The discussion was a warm and meaningful time filled with laughter and tears, as participants shared their feelings and encouraged each other, saying things like

“Yes! Exactly that! I know what you mean!”
By also publishing the content of the discussion in the Company newsletter, we hope to dispel the concerns of employees who plan to take maternity or childcare leave, or who are in the process of taking such leave. Through these efforts, we aim to create a workplace environment where employees can work with peace of mind while raising children, and where each and every employee can shine.



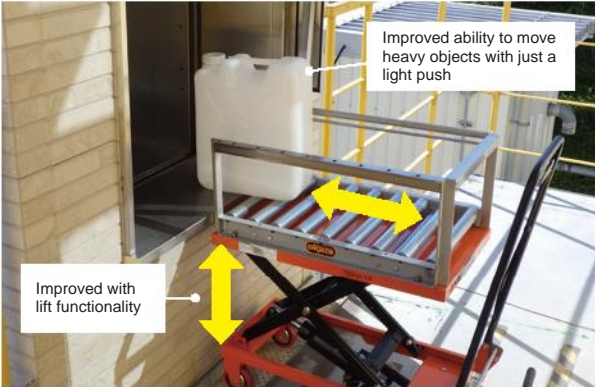
Working parents roundtable discussion



April issue of our internal newsletter "ALWAYS"

Toward the advancement of female employees

Male employees have been the majority on the production line at the manufacturing sites. However, with the promotion of women's activities, our Group is also working to expand opportunities for female employees to play an active role in the workplace by improving methods for transporting heavy items and improving restrooms, toilets, and changing areas to make it easier for women to work. Other efforts include the creation of video instructions and multilingual support, with the aim of creating an environment in which a diverse range of employees, including senior employees and foreign nationals, can play an active role.



Improved ability to lift heavy loads

Certified as a Shiga Prefecture company that promotes women's participation in the workforce

The Hino Works hired its first female line worker in 2023. This was an opportunity for us to apply for the “Shiga Prefecture system for certifying companies that promote women's participation in the workforce” with the determination to become a symbol of a company where women can work energetically and build up a fulfilling career, and we were certified as a one-star company. We will continue to strive to create a workplace where a diverse range of human capital, including women, can play an active role.



One-star company certification