



As mentioned in the November 2019 issue, we conducted “Thanks BEAR” as a limited-time event of sending e-mails of appreciation and respect to people around us at Tokyo headquarter. During the three-month period from September to November 2019, 427 people received Thanks BEAR messages with “appreciation” and “respect”. In this issue, we would like to introduce the results of this Thanks BEAR event, including the analysis of the messages sent .

Effect of Thanks BEAR

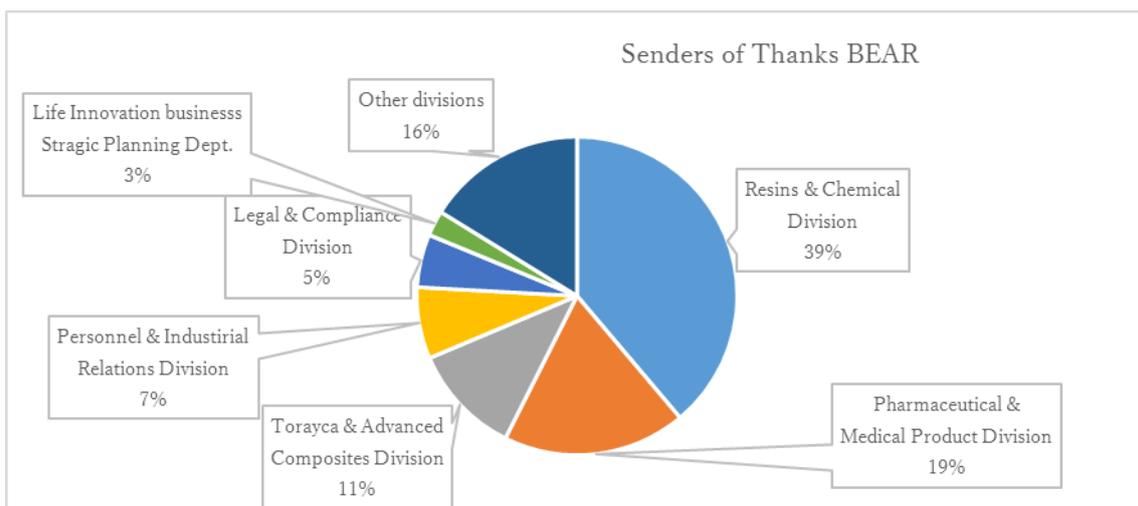
The results of the Thanks BEAR Tokyo headquarter showed the following effects of Thanks BEAR.

- When a superior actively express thanks and respect to their subordinates, a cycle of positive expression occurs throughout the organization.
- Thanks BEAR event can be a chance to build better relationships with others that you cannot usually express your appreciation.
- Feeling that your work and existence are approved by people around you through Thanks BEAR can increase your sense of self-affirmation, motivation and pride in their work.
- A lack of recognition of his or her work may trigger misconduct. Therefore we can expect to prevent people from undertaking dishonest act through mutual recognition.

Senders of Thanks BEAR Messages

39% of the senders of Thanks BEAR messages belong to the Resins & Chemicals Division, 19% to the Pharmaceutical & Medical Products Division and 11% to the Torayca & Advanced Composites Division. The common unique point of those top three divisions is that the superiors sent a lot of Thanks BEAR message to their subordinates. In particular, in Resins & Chemicals Division, Thanks BEAR messages were sent from General Manager of the Division to General Managers of each departments and Managers of each sections, from General Managers of department to Managers of sections, and from Managers to the members of their sections. It can be said that the active involvement of superiors towards Thanks BEAR event and the positive chain of “appreciation” and “respect” from superiors to subordinates made them the top Division in the number of e-mails sent in Thanks BEAR event. In the relationship

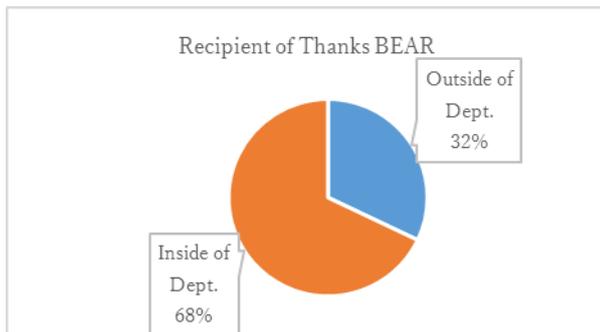
between superiors and subordinates, the superiors showing their awareness of the fact that they are supported by many subordinates, and expressing appreciation and respect to their subordinates even for small things which could otherwise be taken for granted, would lead to an increase in motivation of subordinates. Also, when subordinates receive appreciation and respect from their superiors, this would create an opportunity to think about how to make use of it to increase their own work motivation and how to show such positive communication to their own subordinates and colleagues.



There was a movie called "Pay It Forward" released in 2000. An 11-year-old boy conducted a project in response to an assignment at his social class "to devise and put into action a plan that will change the world for the better" Rather than returning the kindness received from another person (pay back), he decided to pass on such kindness to someone else in a different way to expand goodwill (pay forward). We could enrich the communication within the Toray Group not only by returning our appreciation to those who have sent it through Thanks BEAR message, but also by "paying forward" such appreciation to everyone around us.

Recipients of Thanks BEAR Messages

When we analyzed the relationship between the sender and recipient of the Thanks BEAR message, 68% of the total number of Thanks BEAR messages were sent to the people within their department. Many people were grateful and respectful to people close to them. In addition, many of the Thanks BEAR messages sent to people outside their department were sent to people within the same division. This result gave us an impression that many people feel hesitant to send Thanks BEAR messages to people in a different division, even if they have close contact through daily operations.



This result tells us that a mere contact through business is not enough to make people a sender and recipient of Thanks BEAR messages, but also a certain level of relationship needs to be established beforehand. One of the goals of Thanks BEAR is to stimulate communications

across departmental boundaries. By taking the Thanks BEAR event as an opportunity to have an in-depth relationship with someone who you have never met and is connected only through e-mail exchanges, it would help you build a richer relationship.

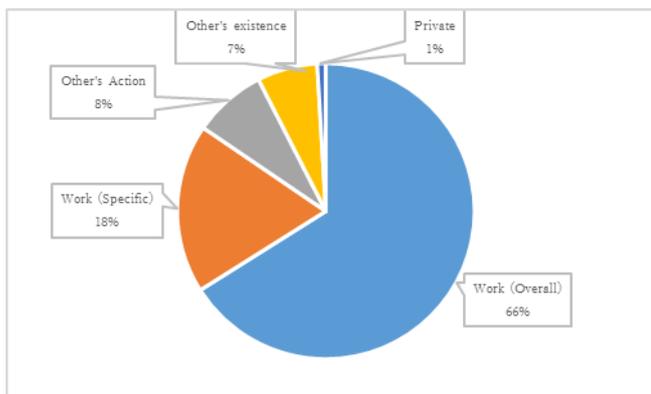
Type of Appreciation

When classifying the Thanks BEAR messages into the following five categories, the result was that roughly 80% were related to appreciation for their works (general and specific). A misconduct may be triggered by a lack of recognition of his or her own work, a lack of motivation, or isolation from others. We think that by recognizing each other's work and expressing appreciation and respect in words may support those who are currently feeling that his or her work is not respected from others and is faced with choice of whether or not to undertake dishonest act, and may discourage them from misconduct.

No matter what the content of appreciation or respect message is, we think those who received the Thanks BEAR messages would have had a positive feeling such as "simply happy", "being recognized", "motivated for "work", and felt the bond of relationship either through their work or private lives. People who actually received the Thanks BEAR messages showed positive response such as, "I felt a bit embarrassed when I actually got it, but I'm very happy to receive such message," "I'm glad to know that there are places other than home where people rely on me " "I almost cried tears of joy when I got this kind of attention from you," and "It's nice to know that someone is showing approval of me. I'm happy."

- (1) Appreciation for work (overall): Appreciation for the overall performance of the work that is not identified
- (2) Appreciation for work (specific): Appreciation for specific tasks such as response to requested work, etc.

- (3) Appreciation for other person's actions: Appreciation for other person's actions, etc. (e.g. "Thank you for always treating me with a smile", etc.)
- (4) Appreciation for other person's existence itself: Appreciation for the other person's behavior and existence in general, although it is not a specific act (e.g. "Thanks for the existence of someone who understands me").
- (5) Private Thanks: Appreciation for private action (e.g. "Thank you for always going out drinking with me")



Type of Appreciation	Number of e-mails
For work (overall)	282
For work (specific)	79
For other's action	34
For other's existence	28
For private action	4
Total	427

Raffle Results

The senders and recipients were entered into a raffle for a small prize for their respective departments. As a result of fair lottery, the "Tools to Promote Communication: Employee's Club Meal Tickets", which were prepared as prizes, were awarded to the Legal Dept., Personnel Dept., Resins Div., Automotive Products 2nd Dept., Torayca Reinforced Plastic Dept., and RO Membrane Product Dept..

Think for Yourself

We explained that the majority of the participants sent Thanks BEAR messages to members in their own department, and even messages sent outside their department were mainly sent to members of the same division. Although the number of people who we communicate frequently through our day-to-day work may be limited, we should not forget that our work is built upon efforts by a variety of people, connected with us directly as well as indirectly.

So, please think about the following.

1. What kind of people are involved in your work?
2. If you have an opportunity to send a message of appreciation or respect to 10 people outside your division or department, who would they be, and what makes you feel grateful and respectful to them?
3. Do you feel that your work is appreciated or respected by others?

As a "More Active" form of Mission BEAR activities, please consider implementing Thanks BEAR in your workplace to encourage a cycle of positive communication. Please do not hesitate to contact Compliance Dept. if you wish to know the detail or if you have any questions regarding Thanks BEAR.

Toray Compliance Dept.