

Relationship with Employees

Toyota Gosei incorporates respect for humanity into our management philosophy to establish a work environment where employees can work comfortably and healthily. The corporate policy of “creating a safe workplace with zero accidents through reinforcing safety and health measures” was established as a concrete step to achieve that objective. In addition to thorough safety and health measures and employee health care, efforts to cultivate human resources are constantly underway, so that people can display their own abilities to the maximum.

Health and safety and health care

• Safety and health

Since workplace safety and health, as well as employee health care, along with product quality control and the environment, are essential issues for a corporation, TG tries to make sure that these are well managed under our management philosophy. Concerning safety and health, we launched various measures in fiscal 2005, including safety and health training according to the managers' positions. Despite these measures, there were four accidents, and so we could not achieve the goal of zero accidents. But thorough training and education have produced definite results, raising people's safety awareness and improving our work environment.

• Health Care

Moreover, concerning health care our focus on mental health care has produced several remarkable results. For example, we developed a follow-up system to determine whether long-term absentees should be allowed to come back to their workplaces. In the system, not only the long-term absentees themselves, but family members, doctors and bosses participate in confidential discussions and share information. It has been effective to prevent them from going back to long-term absenteeism again. There are various other mental health care programs also being implemented, including information services and follow-up training on the Intranet organized separately for use by managers or by general employees, and our industrial physicians' visits to employees and their families abroad.

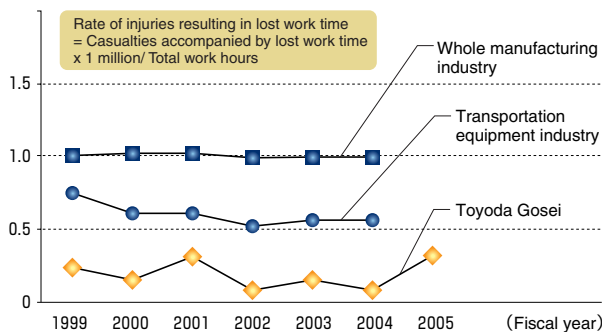


Mental health training

■ Major efforts in fiscal 2005

- 1 Developed a voluntary management structure by introducing the Occupational Safety and Health Management System, OSH-MS
- 2 Implemented separate training on safety and health principles according to managers' positions
- 3 Implemented safety and health training for affiliated companies and contractors
- 4 Conducted risk assessment of facilities which often break down
- 5 Improved work environment by taking counter-measures against passive smoking etc.

■ Change in the rate of work accidents (rate of injuries resulting in lost work time)



Human resources cultivation and recruitment

• **Cultivation of human resources**

All employees in Toyoda Gosei share a sense of values that says corporate strength equals human resources and that human resources are what the company truly produces. In this sense, efforts to develop global human resources have been underway in Toyoda Gosei to create a corporate environment where employees can be constantly nurtured through their work. With the mindset that employees and the company are inseparable, employees are required to have an awareness of self-responsibility, growth, and challenge as action guidelines, while the company provides separate training according to employees' positions under the three pillars of *human resources cultivation, QC-related work procedures, and roles and actions*. Human resources are cultivated through *training for engineers*, mainly for younger engineers, and *skill training* on assembly-line maintenance techniques and manufacturing for floor shop workers. The same efforts take place in foreign countries, too.

■ **Training structure**

Training pillars	Training according to employees' positions	Common knowledge	Basic technical training
QC-related work procedures Roles and actions Human resources cultivation	Management training for general managers	Language training General training (finance, cost and laws and regulations)	Clerical workers / Engineers / Technicians On the job training
	Management training for division heads		
	Problem-solving training for instructors		
	Management training for group leaders and section chiefs		
	Management training for subsection chiefs		
	Training for team leaders		
	Fifth grade training		
	Third grade training		
	Training for new employees		



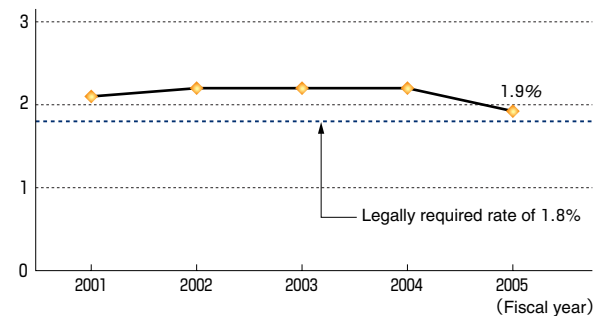
OJT procedures
QC-related work procedures (basic)

The GPC (global production center) was established abroad for supervisors and engineers. We promote the sharing of the manufacturing standards developed in Japan among foreign TG group companies as well as the development of human resources. With the training committee, whose chairman is the vice-president, as a pillar, the two committees for engineer training and for skill training play important roles in implementing training for human resource development.

• **Recruitment of disabled people**

Eighty-six disabled people work in various divisions as of March 2005. The employment rate of the disabled is 1.9%, exceeding the legally required rate of 1.8%.

■ **Change in the employment rate of the disabled**



■ **Training structure**

