

Active Participation of a Diverse Workforce

Toyota Gosei hires and trains a diverse workforce, including women, foreign nationals, mid-career hires, and people with disabilities. We provide fair and impartial training, evaluation, and promotion opportunities to all employees, so that everyone can display their abilities. We seek to energize the company by providing an environment where people can play active roles.

Encouraging the Active Roles of Women

To bring about a situation in which all employees, regardless of gender, can play active roles and grow, and to create new value by taking advantage of diversity, we are implementing the initiatives shown in the table below. Our focus is on training and support for the active roles of female employees, reforming the attitudes and behavior of superiors, and support for a work-life balance.

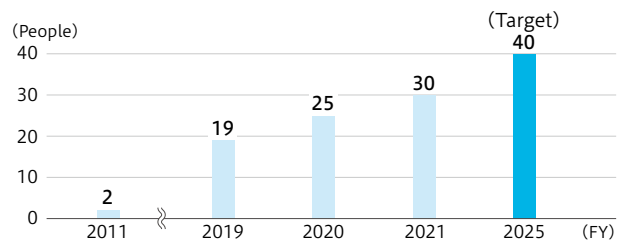
We aim to have more than 40 female managers by 2025 in order to create an environment where female employees can work long-term with assurance and continue to grow, as well as to incorporate more diverse values and new perspectives and ideas into our management.

For example, in training and support for the active roles of female employees, we are strengthening our training initiatives to encourage female employees who aspire to become leaders by providing training to improve their management skills and actively

implementing training rotations to expand their range of experience and perspective.

In technical workplaces, we are also creating manufacturing floors where employees can play an active role regardless of gender or age by introducing innovations to minimize heavy labor, such as rethinking high-load work with the use of *karakuri kaizen* and the greater use of robots. This will encourage more active participation of female employees.

Number of Female Managers [Toyota Gosei Co., Ltd.]



Training and support for the active roles of female employees	<ul style="list-style-type: none"> • Challenge Programs: Educational program in which female manager candidates provide “Acquisition of management skills through training,” “Expanding range of experience with training rotation,” and “Sharing and mutual advice of troubles or matters that are noticed through practice in the workplace.” • Tea Meetings: A place where female employees can take up troubles and opinions and strengthen personal networks
Reforming the attitudes and behaviors of superiors	<ul style="list-style-type: none"> • Workplace reform management class: A place to exchange opinions on voluntarily improving the management ability of those in managerial positions, and change atmospheres and attitudes
Support for work-life balance	<ul style="list-style-type: none"> • Enhancement of childcare leave, reduced working hours (systems exceed legal standards) • Introduction of telework (for office and engineering work since January 2021)

Local Executive Training

With 61 companies in 16 countries and regions around the world, we want our operations to be rooted in the local communities that support sustainable growth. For such business operations, we believe the involvement of personnel who are familiar with local business practices and culture is essential, and we are actively promoting the appointment and training of local executives at our overseas locations. To accelerate active promotion to such positions in each region, we established a basic policy and targets for the promotion of local executives (vice presidents and above) in FY2020. Each business unit is working to achieve these targets.

With the aim of having 40% local executives by

2025, we are evaluating people with high potential in each region and formulating plans for their development. We are also promoting the development of local personnel by introducing an introductory education and mentoring system and conducting “problem-setting problem-solving” training to retain mid-career employees who are candidates for executive positions. In addition, Regional Succession Committee (RSC) meetings are held in the Americas, Southeast Asia, and China to share the status of activities and issues related to the development and recruitment of executive successor candidates. Annual reports are given at Global Succession Committee (GSC) meetings.

Continuing Roles of Senior Employees

We will create an environment in which senior employees, who are steadily increasing in number, can continue to work with a sense of security and high motivation after the age of 60. This will create new value by combining their wealth of experience, techniques, and skills with the ideas and perspectives of younger employees. To build a foundation for this, we have raised the retirement age from 60 to 65, effective April 2022. We will continue the initiatives shown in the table on the right to encourage employees to continue working enthusiastically and vigorously until age 65.

We are continuing activities to create an environment in which employees, regardless of age, can maximize their potential and to further improve engagement (target: positive response rate of 65% or higher for employee engagement (50s and 60s)).

For example, as a means of improving motivation, we conduct career training for employees in their 50s, providing them with opportunities to exchange opinions with their peers and rethink such matters

as how they will work in the future and how to demonstrate the techniques, skills, and experience they have cultivated in the workplace.

In addition, to improve health and physical fitness, we are stepping up activities to promote health through regular discussions with employees, such as holding health seminars at milestone ages and reviewing cafeteria menus to improve dietary habits.

Increasing motivation	<ul style="list-style-type: none"> Management education for superiors (Better communication, dialog ability, etc.) Career formation education (Young, mid-level to senior workers)
Health and physical fitness improvements	<ul style="list-style-type: none"> Health education (Seminars in pivotal years) Improved cafeteria menu (Corresponding to risks for hyperlipidemia, hypertension)
Workplace environment development	<ul style="list-style-type: none"> Spread of good examples of workplaces on manufacturing floors Initiatives to reduce physical burden (use of <i>karakuri</i>, other means)

Workplaces That Welcome People with Disabilities

We view the hiring of people with disabilities as a social responsibility, and make active efforts in this area. The Committee for Employment of People with Disabilities implements hiring, job assignments, manager and supervisor education, and workplace settlement. We place particular emphasis on getting people settled in the workplace, monitoring conditions through regular care interviews, taking up problems, and formulating 3-year plans for improvement of the workplace environment. We are also systematically installing restrooms for all with consideration of the workplace environment. Work that people with

disabilities can perform is identified, and they are systematically hired and placed. As of the end of FY2021 (March 1, 2022), 127 people with disabilities had been hired for a hiring rate of 2.39%, exceeding the legally mandated employment rate of 2.3%.

Our special subsidiary TG Welfare Co., Ltd. holds seminars for people with disabilities for the entire Group and serves in other ways to create places for education and share information with 14 Group companies that have received special Group company certification, achieving a hiring rate of 2.78% for the Group overall.



We have formulated a three-year plan to improve the workplace environment, and are making systematic improvements such as installing restrooms with consideration of people with disabilities



Training camp at TG Welfare Co., Ltd. to support independence

Employment Rate of People with Disabilities

