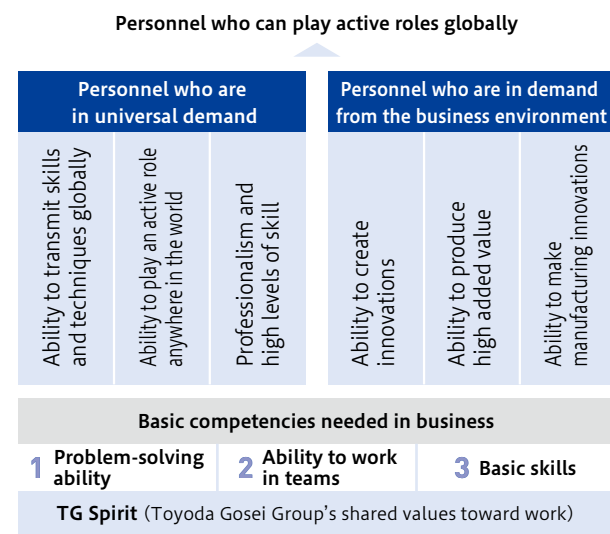




Personnel development

A global workforce of employees who think and act independently

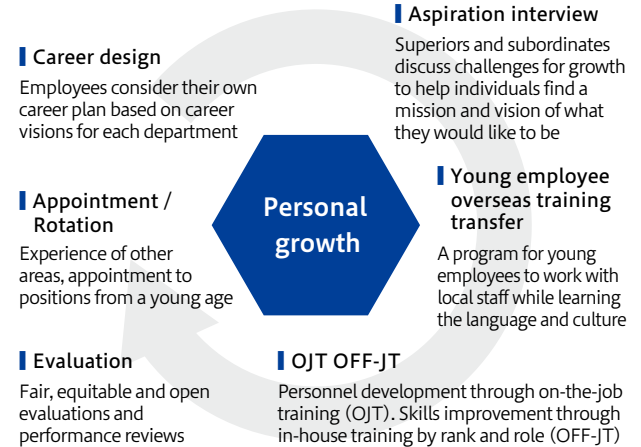
To raise the collective strength of Toyoda Gosei globally, we are striving to develop people who can contribute to that end and to create workplace environments where each employee can display his or her full abilities.



Framework for personnel development that supports growth

In the Toyoda Gosei Group, our personnel management system features aspiration interviews and visualization of mid- and long-term career design for each employee, as well as rotation of young employees so that they experience a wide range of work. We are also enhancing our level-specific and specialty training to give employees opportunities to acquire needed abilities and skills.

Personnel development cycle



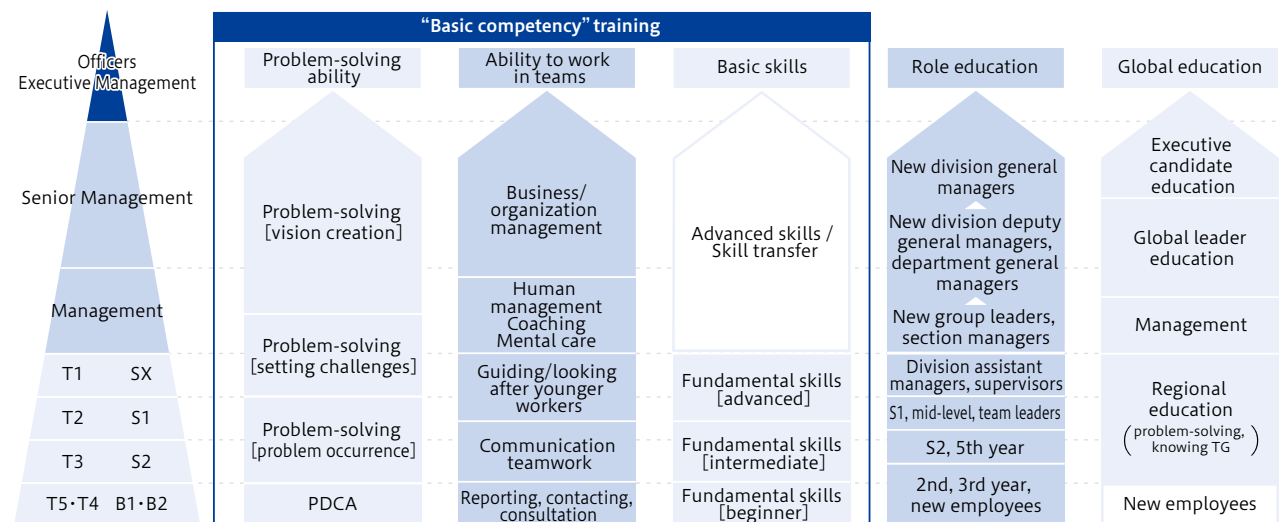
Enhanced training programs, invigorated personnel development

A broad range of efforts based on individual career visions are underway, including measures and study programs in Japan to develop people who can perform globally and next generation leaders, and personnel development programs for all global employees.



People who received basic training in TG work in China (Regional Basic Training)

Level-specific education system



Training manufacturing personnel

Improving the skills of each worker is an indispensable part of enhancing the manufacturing capabilities of production sites. We have therefore introduced various measures with the basic policy of “cultivating a culture that values skills.”

To lead other companies in strong manufacturing, managers and supervisors need to have their own specialized skills in addition to the ability to supervise manufacturing sites. Special Skills Dojos are being started up sequentially in each product area as a place to train supervisors.

In 2019, we launched the Equipment Maintenance Dojo at the Miwa Technical Center and established an educational curriculum that combines both classroom and practical skill learning with the aim of having learners become fully active members of the maintenance staff as soon as possible. We have also set up a Mold Maintenance Dojo at the Nishimizoguchi Factory to train all mold maintenance workers. Training began in FY2014. We have established a solid foundation for maintenance skills and put in place a system for employees to

work on raising their skill levels.

In FY2017 we began participating in the Skills Olympics. While still feeling our way toward raising employees’ skills, we participated in our first national tournament in 2018 and a Toyoda Gosei employee won the Fighting Spirit award in 2019. It was an extraordinary achievement to win that prize in only our second year in the competition. The result gave us confidence in our approach to developing human resources for the manufacturing floor.



Maintenance skill dojo

Aiming for “zero accidents”

Toyoda Gosei Co., Ltd. aims for zero accidents through Safe Personnel and Safe Workplace programs, with the president overseeing all efforts as the company’s general health and safety manager.

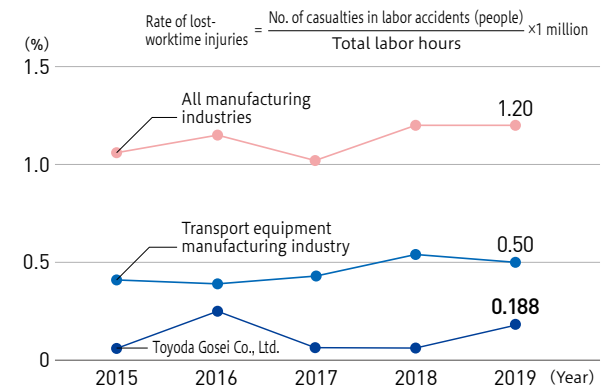
In the Safe Personnel program, we focused in FY2019 on increasing maintenance and regular observation of rules through monitor activities to ensure that employees hold handrails on stairs and stop and check in both directions at stop points on walkways within plants.



Monitors

In Safe Workplace activities we aim to improve the safety of high-risk equipment where serious accidents (STOP 7) can occur. Risk assessments based on a reverse KY (*kiken yochi*, or hazard prediction) approach are conducted to identify target equipment, set clear priorities, and take preventive measures.

Trends in labor accident rate (rate of lost-worktime injuries)



Uniform global quality assurance

Toyoda Gosei ensures quality in all business activities, from development to production, based on our basic quality policy. Every one of our plants has obtained certification in the ISO 9001 (JQA QM7318/QMA11826/QMA12841) and IATF16949 (JQA-AU124) international standards for quality management systems. Each plant also sets its own quality control goals for production. These goals are based on the principles of Total Quality Management, or TQM—activities designed to enhance the quality of products, work, and management, and increase the dynamism of individuals and organizations, through constant improvement and the participation of all based on the “Customer First” principle. In addition, all Group companies use our Quality System Global Standards, which incorporate quality improvement with rules and know-how to ensure quality.

Fundamental principles of TQM

