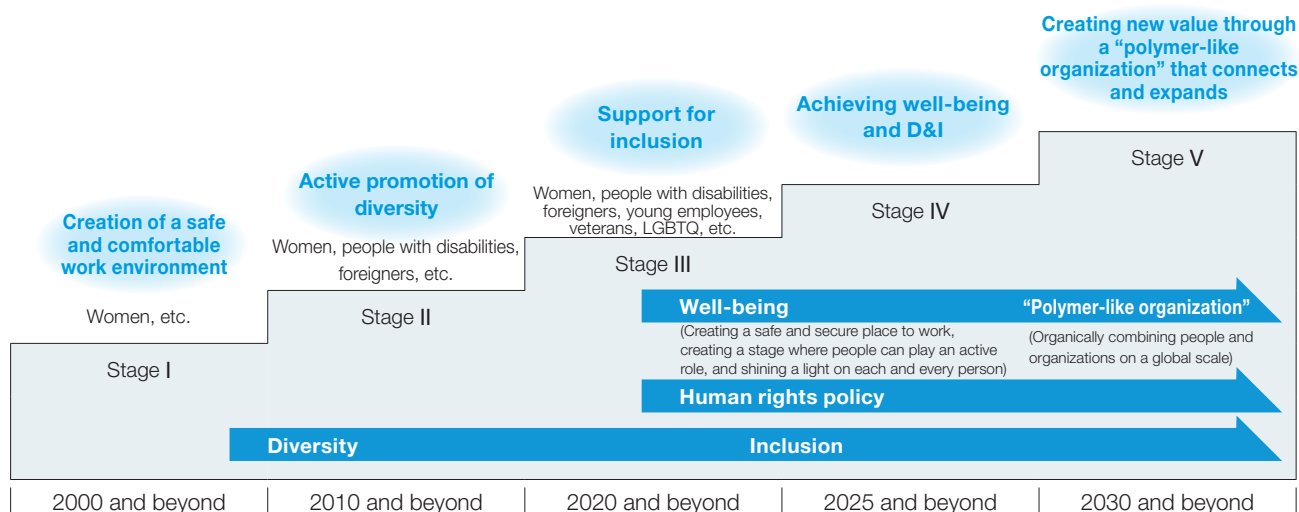


Toyoda Gosei Diversity & Inclusion

At Toyoda Gosei, we are implementing initiatives in line with the roadmap shown below in order to enhance

the well-being of each individual and achieve diversity and inclusion (D&I) that leads to value creation.



Encouraging More Active Roles by 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 more active roles by female employees, reforming the attitudes and behaviors of superiors, and support for work-life balance.

We aim to have more than 45 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 our training and support for more

active roles by female employees, we are enhancing 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 sites where employees can play an active role regardless of gender or age by adopting innovations to minimize heavy labor, such as rethinking high-load work with the use of *karakuri kaizen* (mechanical gadgets that improve work processes) and the greater use of robots, for encouraging more active participation by female employees.

Training and support for more active roles by female employees	<ul style="list-style-type: none"> Challenge programs: Educational program that provides female manager candidates with acquisition of management skills through training, expanded range of experience through training rotations, and sharing and mutual advice on issues or matters that are noticed through actual practice in the workplace. Encourage training: Training for mid-career female employees to help them develop their careers by creating a leadership image that makes the most of their strengths through year-round training, workplace practice, and internal and external exchanges. Tea meetings: A place for female employees to discuss their problems and express their opinions, and for female employees inside and outside the company to exchange opinions and gain new insights and networking opportunities.
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 skills of those in managerial positions, and to reform the culture and awareness of the company. Human rights training, human rights lectures: A place to deepen understanding of unconscious bias and diversity and inclusion. Creating a workplace where people can communicate with each other: Training for managers to change their management style to be more attentive to employees and to make the most of each individual's values.
Support for work-life balance	<ul style="list-style-type: none"> Expansion of childcare leave, reduced working hours (systems exceeding legal standards) Adoption of telework (for office and engineering work since January 2021)

As the first on-site female section manager, I'm a role model for employees for working with peace of mind after childbirth

Two years ago, I became the first female section manager at Toyoda Gosei. I loved working with technicians and operating machinery at worksites, but there were two reasons why I decided to work hard as a management-centered section manager. One was that I wanted to test my potential, and the other was that I thought it would be an opportunity to make various proposals from a woman's point of view. After becoming a section manager and giving birth to my second child, I am now making further efforts to create an environment in which women can work comfortably while balancing work and childcare, supported by the understanding and support of those around me. My mission now is to create a manufacturing site where women can work with peace of mind even after childbirth, and to increase the number of women aiming for higher positions.



Ayumi Hashii
Section Manager, SS
Manufacturing Division

Encouraging More Active Roles by Senior Employees

We will create an environment in which an ever-increasing number of senior employees can continue to work with a sense of security and a high level of motivation, even 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 our 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 below to encourage employees to continue working enthusiastically and with high energy until age 65.

We will continue initiatives 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 more 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 issues as how they will work in the future and how to demonstrate the techniques, skills, and experience that they have developed in the workplace. Also, to improve health and physical fitness, we are stepping up initiatives 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"> • Provide management education to supervisors (Better communication and dialogue skills, etc.) • Career development education (for young employees, mid-career employees, and senior employees) • Conduct open recruitment targeting veteran employees (Matching the experience, techniques, and skills of applicants with the support needs of our suppliers)
Health and physical fitness improvement	<ul style="list-style-type: none"> • Health education (seminars for employees at milestone ages) • Improve cafeteria menu (address the risk of high lipids, high blood pressure, etc.)
Workplace environment improvement	<ul style="list-style-type: none"> • Develop good practices in the workplace at manufacturing sites • Initiatives to reduce physical workload (use of <i>karakuri kaizen</i> (mechanical gadgets that improve work processes), etc.)

Supporting suppliers' growth by challenging new environments

I decided to apply for the open recruitment process for senior staff because, when I thought about what I could do in my remaining five years before retirement, I wanted to support suppliers by utilizing my experience and skills in production engineering and planning. Now, I support those who have also been transferred in the open recruitment system, receive consultations from suppliers, and try to ensure that operations proceed smoothly by serving as a point of contact for them. I am also working to create a system to dispatch veterans who meet the needs of the client company so that both sides can grow together. Although we are still in the process of exploring, it is always fun to discover something new no matter how old we are. Many of our senior employees have a wide range of work experience, and we are working to create an environment where their strengths can be put to use.



Takashi Nakano
Group Leader, Purchasing Division

Career Development for Young Employees

In the automotive industry, which is said to be undergoing a once-in-a-century major transformation, we must enhance our corporate competitiveness for further growth and development as a company. To this end, we believe that it is essential for each and every employee to achieve their fullest potential and growth, while gaining a sense of fulfillment and satisfaction by drawing up their own career plans and achieving self-fulfillment.

Since FY2021, we have been implementing Waku-Cari

Initiatives (initiatives to raise awareness of career development with excitement and high energy) and positioning the three pillars of the Waku-Cari Initiatives as priority measures as shown in the table below. In the future, we will further expand measures (career development initiatives) to help employees realize their individual career plans in cooperation with their supervisors, centering on “a safe and secure place to work” and “a stage where people can play an active role.”

Visualization	<ul style="list-style-type: none"> • Creation of career path models (To show a model of career visions, career routes, and other career options available at the Company and to expand the image of career paths) • Creation of a career development guide (a tool to support career autonomy by showing the knowledge base and ideas for career development) • Career design training for employees in their 20s/30s/40s
Developing awareness	<ul style="list-style-type: none"> • Career autonomy support • Management training (education for managers on career autonomy support for subordinates and management concepts and methods by outside instructors) • Career development information sessions for employees (motivate non-management staff to take control in developing their own careers)
Career development initiatives	<ul style="list-style-type: none"> • Open recruitment-type rotation policy • Exchange meetings with different industries • Transfer of employees for overseas training

I've been living overseas for five years. I have a new job with global connections

In my fourth year with the company, I was given the opportunity to be transferred to North America under the Overseas Young Employees Training Transfer Program. During my free time while overseas, I participated in legal training, cross-cultural camps, and volunteer activities to gain a better understanding of different cultures. During my second assignment to North America, I had a child there and became interested in the differences in the educational systems between Japan and the U.S. I've been living overseas for five years now. It is a valuable asset for me that I have been able to broaden my perspective and make global connections regardless of my position. As the environment surrounding the automobile industry is dramatically changing, I would like to continue to chart new paths by trying to develop new products with our overseas members without being bound by preconceived notions.



Hironori Takagi
IM Engineering Division

I would like to make use of the skills and network that I developed at Woven City

Before being transferred to Woven City two years ago, I was engaged in product development for automobile exterior components. As one of the people in charge of the wellbeing area of Woven City, I am involved in creating something from scratch in collaboration with people with various backgrounds, such as software developers, architects, and lawyers. Since this is an unprecedented project to create a demonstration city, plans are frequently revised. I am learning so many things every day, such as the flexibility to quickly respond to changes and the communication skills to bring together the feelings of many people toward a single goal. I hope to make use of the skills and network I have developed at Woven City even after I return to my position.



Mitsue Tanaka
Transferred to Woven by Toyota, Inc.