



FY 2025 priority item targets

Classification	Item	FY2020 results	FY2025 target
1 Promotion of human resources development	No. of people who have taken training for executive personnel	50	65
	Percentage of people who have had overseas assignments (management, technical personnel)	20.6%	25% or higher
	No. of DX personnel trainers	10	270
2 Active participation of a diverse workforce	No. of female managers	25	40
	Percentage of management who are mid-career hires	30.9%	30% or higher
	Local executive percentage (VP and above of overseas affiliates)	26.3%	40% or higher
	Employment rate of people with disabilities	2.78% (entire Group in Japan)	Achievement of legally mandated rate (all Group companies in Japan)
3 Creating pleasant workplace environments	Average overtime hours	10.0 h/month	Less than 10.0 h/month
	Annual paid leave taking rate *1	79.6%	90% or higher
	Engagement survey results *2	56% (positive evaluation)	65% or higher

*1 FY2019 *2 FY2021

Respect for human rights

Basic philosophy

The Toyoda Gosei Group respects the United Nations' Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, and other international norms. The Toyoda Gosei Group Charter for Business Ethics lays out our basic principles of "respecting human rights and the diversity, character, and individuality of each person and striving to create workplaces that are free of discrimination and harassment and always healthy, pleasant and safe, based on labor-management cooperation." The Toyoda Gosei Guidelines for Business Ethics, our behavioral standards to realize the ideals in the Charter, declares respect for individual character, human rights, and fairness in hiring, and forbids forced labor and child labor.

• System

Respect for human rights is handled by the Compliance and Risk Management Committee, with the company president as the chair. The results are checked by the Board of Directors.

• Rights education

In the Toyoda Gosei Group, education on the company's individual rights policy and human rights is provided at various opportunities, including training when people first join the company and at the time of promotions. Human resources personnel are also sent for outside training to learn about human rights problems professionally. This and other efforts are made to develop HR personnel with superior sensitivity to individual and human rights.

• Harassment prevention

Together with training for executives, managers, supervisors and others, a "TG Positive Workplace

Support Squad" report is sent out about once a month and all employees strive to create a healthy and pleasant workplace free of harassment.



Harassment prevention training for management

• Efforts at domestic and international Group companies

Self-check surveys are conducted at 52 Group companies (as of April 2021) in Japan and other countries to understand the status of human resources management compliance and human rights in accordance with the laws of each country and the Toyoda Gosei Group Charter for Business Ethics. Issues uncovered in the surveys are addressed in coordination with relevant departments in the company and the regional headquarters, and mechanisms are put in place to handle human rights due diligence and spread activities for improvement.

Stable employment

The company and labor union, from the many difficulties experienced together in the chaotic years after World War 2, strive for long-term stable employment and to maintain and improve labor conditions. A labor-management declaration was issued on the occasion of the company's 50th anniversary, and frank exchanges of opinion have been carried out in various workplaces based on mutual trust and responsibility of labor and management. This is founded on the firm belief that company growth leads to the happiness of the people working there. Efforts are always being made to achieve this management philosophy.

Measures are also carried out based on the laws and

regulations of each country and region and our global human resources management policy. We constantly strive to strengthen the human resources management foundation and maintain and improve healthy labor-management relations.



We value regular talks between people on equal footing separate from the "superior-subordinate" relationship