

Active participation of a diverse workforce

Toyoda Gosei hires and trains a diverse workforce, including women, foreign nationals, mid-career hires, and people with disabilities. We provide fair and impartial training, evaluations, and promotions with respect for diversity, through which we try to invigorate the company. At the same time, we are establishing internal systems and improving the environment by introducing various support measures and maintaining office environments with better cafeterias, restrooms, and break rooms.

Encouraging the active roles of women

A special organization established in 2010 has been active with the aim of creating a situation in which all people, regardless of sex, can be active and grow. A working group of management volunteers was started in 2018 and has begun working to raise the management level. The group is reviewing the work styles of managers with the themes of promoting the active roles of diverse employees and the work-life balance of managers themselves and their subordinates. "Tea Meetings" to take up the problems and opinions of female employees and strengthen personal connections, and "Challenge Programs" as an early development measure for management work are also held. In the Challenge Programs, female management candidates systematically learn management skills while also sharing concerns



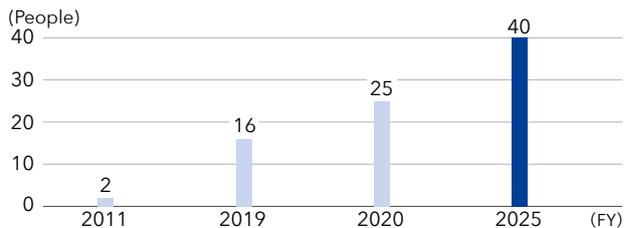
Workplace reform management class

or worries and giving each other advice through the practice of these skills in the workplace. Together with creating an environment where people can continue working with a sense of security, there is also support for future autonomous career advancement.

Key points in activities



Trend in cumulative number of female managers



Workplaces that welcome people with disabilities

We view the hiring of persons 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, and manager and supervisor education, and helps to establish stable positions. We place particular emphasis on getting people settled in the workplace, monitoring conditions through regular care interviews, taking up problems, and making systematic improvements such as installing accessible restrooms. Work that people with disabilities can perform



We have formulated a three-year plan to improve workplace environment, and are making systematic improvements such as installing restrooms with consideration of LGBT individuals and others.

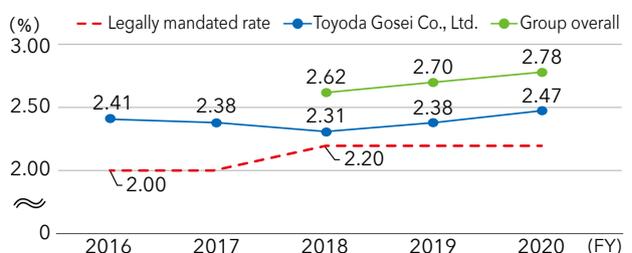


Training camp at TG Welfare Co., Ltd. * to support independence

is identified, and they are systematically hired and placed. As of the end FY2020 (March 1, 2021), 127 people with disabilities had been hired for a hiring rate of 2.47%, 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 affiliate certification, achieving a hiring rate of 2.78% for the Group overall.

Changes in employment rate for people with disabilities



Creation of an environment for stable work after retirement

We have established an environment so that employees can work with assurance after retirement in a post-retirement rehiring system. Many people can make use of their high levels of expertise and experience after they are rehired. A system of reduced working days and working hours supports working styles for a good work-life balance.

Trend in cumulative number of re-employed retirees

