

# Social



## Developing personnel who can thrive in a changing environment, and contributing to society through manufacturing

As a good corporate citizen, the Toyoda Gosei Group aims to contribute to development of the economy and society through business activities rooted in each country and community and social contribution activities. To build a foundation for those endeavors, we are developing professionals who can act globally and promoting diversity and workstyle reforms. We respect the individuality of each person while increasing our collective strength through teamwork to achieve a vibrant corporate culture with meaningful work. We will continue to conduct research and development in anticipation of future changes, raise the level of our manufacturing technology, strengthen our supply chain and make constant kaizen efforts to satisfy our customers.

**Hiromasa Zaitu**

Chief of General Administration and Human Resources Headquarters

We are striving to create workplaces that are pleasant and conducive to producing good results, with the following key performance indicators.

Classification	Item	Target	FY2018 results
1 Creating pleasant workplace environments	Employee turnover rate	Less than 3.0%	1.2%
	Average overtime hours	Less than 20 h/month	18.6 h/month
	Annual paid leave taking rate	95% or higher	97.1%
	Number of people promoted from non-regular to regular employees	30/year	Starting from FY2019
	Smoking prohibited on company premises	Effective January 2020	Smoking prohibited during working hours
	No. of female managers	18	16
2 Promoting diversity	Percentage of women among new employees	20%	21%
	Childcare leave taking rate	Men: 8% Women: 100%	Men: 4% Women: 100%
	No. of foreign national employees	30	22
	Employment rate of people with disabilities	2.2%	2.33%
3 Personnel development	Number of young employees sent overseas for development	40	22
	Percentage who have taken level-specific in-house training	100% of those targeted	99%
	Successful execution of young employee 3-year independence plans	100%	Currently being implemented in technical departments. Implemented company-wide from 2019.
	Superior and subordinate self-reporting interview rate	100%	97%

## Workstyle and cultural reforms

From FY2017 we began efforts to make work more efficient with the use of IT and reviews of meeting structures with the aim of every employee thoroughly executing his or her essential tasks. Overall activities entailing a range of efforts to change the way we work are conducted for workstyle reforms. To deal with changes with a sense of speed and raise the quality of work, we are communicating more closely than ever before in the workplace, eliminating waste, and adopting a working style with a varied pace.

### The keys of workstyle reforms

