









Work-life balance

Toyoda Gosei Co., Ltd. is adopting a system wherein each employee can select a working style with consideration of work-life balance, supporting employees so that they can work with a sense of security and motivation. Support to balance childcare and work includes systems for shorter working hours and holiday day-care, plus working parent networking events. For these efforts we have been certified by the Ministry of Health, Labor and Welfare as a "Childcare Support Corporation." For nursing care support we are also undertaking activities to increase

knowledge and familiarize employees with our systems. We have established new systems for reduced days or reduced working hours so that patients can undergo treatment for disease while continuing to work, and for a balance between medical care and work.



"Kurumin" Next-Generation Nurturing Support certification mark

We will provide education for the creation of workplace environments where people can use these systems without hesitation, while continuing to enhance our support and policies.

	Childcare leave	Care leave	Reduced working hours
FY2018	61	5	77*1

*1 Childcare 69 /nursing care 5 /medical treatment 3





Holiday day-care

Working parent networking meeting (support for childcare-work balance)

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.

Personnel who can play active roles globally

Personnel who are in universal demand			Personnel who are in demand from the business environment			
Ability to transmit skills and techniques globally	Ability to play an active role anywhere in the world	Professionalism and high levels of skill		Ability to create innovations	Ability to produce high added value	Ability to make manufacturing innovations
Basic competencies needed in business						
1 Problem-solving ability		2. Ability to work in teams		3. Basic skills		
TG Spirit (Toyoda Gosei Group's shared values toward work)						

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.

Personal

growth

Personnel development cycle

Career design

Employees consider their own career plan based on career visions for each department

Appointment / rotation

Experience of other areas, appointment to positions from a young age

Evaluation

Fair, equitable and open evaluations and performance reviews

Aspiration interview

Superiors and subordinates discuss challenges for growth to help individuals find a mission and vision of what they would like to be

Young employee overseas training transfer

A program for young employees to work with local staff while learning the language and culture

OJT OFF-JT

Personnel development through on-the-job training (OJT). Skills improvement through in-house training by rank and role (OFF-JT)

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.



Overseas middle management training

Level-specific education system

International		
GLDP Global Leadership Development Program		
GED Global Executive Development		
GES Global Executive Seminar		
MMT Middle Management Training		
TWI-JI, JM, JR Overseas Training for Supervisor		

Division General Manager	
Department General Manager, Division Deputy General Manager	
Group Manager, Section Manager	
Assistant Manager, Supervisor	
Midlevel employees	
New employees	

Domestic			
Office, technical workers	Skilled workers		
New Division General Manager training			
New Department Deputy General Manager training			
New Group Manager training	New Section Manager training		
New Manager training			
New Division Assistant Manager training	New Supervisor training		
Midlevel employee training	New Team Leader training Midlevel Leader training program		
Second-year / Third-year training	Second-year training		
New employee training			

Training manufacturing personnel

With the aim of strengthening our production floors, the source of our competitiveness as a manufacturing company, we are enhancing technical education for employees of each level working at manufacturing sites and in each field of expertise. Technical education spanning four months was provided to 61 skilled workers who joined the company in April 2019. Following training in safety basics on the production floor (danger simulations) and basic manufacturing education including practical training in die maintenance, fabrication of two-legged walking robots, and disassembling and reassembling automobiles, they received practical training on a manufacturing shop floor for three months.



New employee training

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.

The FY2018 Safe Personnel program focused on holding handrails on stairs and stopping and checking in both directions at stop points on walkways within plants as keys for worker safety. We are trying to maintain these rules and raise compliance by posting guards.

In Safe Workplace activities we aim to improve the



safety of high risk equipment where serious accidents (STOP 7) can occur. Risk assessments incorporating a reverse KY (*kiken yochi*, or hazard prediction) approach are conducted and measures are implemented with a clear priority order.

Trends in rate of work accidents (rate of injuries resulting in lost work time)

