Quality Assurance

Through Collective Effort, Striving to Be Recognized as the "Quality TG" by All Global Customers

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Our Commitment to Quality Assurance

■ Enhancing Corporate Structure through TQM[1] Initiatives

Based on the basic principles of TQM, we are implementing TQM initiatives throughout the company to enhance product and work quality and human and organizational vitality to create a flexible and strong corporate structure. In addition to traditional improvement initiatives such as the Workplace Management Improvement Initiative and Small Group Initiatives, we are developing a new TQM philosophy based on the concept of anticipating change and changing how we do work. We are also working on fostering a culture and developing human talent to drive reforms and innovation in response to changing times.

[1] Total Quality Management
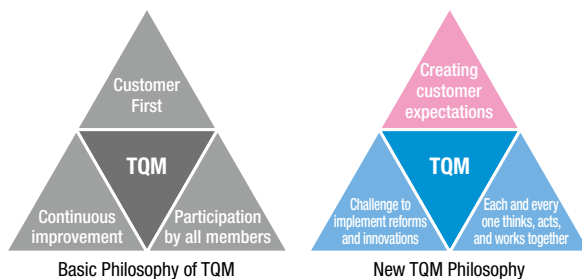
TQM Activities

Hierarchy	Initiatives
Managers	Workplace management transformation activities
Staff/ technical workers	Small group activities (team-based improvement activities) Activities to enhance practical skills in SQC[2]/ML[3] [2] SQC: Statistical Quality Control [3] ML: Machine Learning
Skilled Roles	Small group activities (QC circle activities)

Basic Philosophy of TQM

New TQM Philosophy

Developing Talent to Drive Reforms and Innovation

With the rapid expansion of DX (digital transformation) in recent years, it has become essential to develop talent capable of leveraging big data to efficiently reform work processes.

We are enhancing our practical education for talent who can utilize statistical quality control (SQC) and machine learning (ML) methods through industry-academia collaboration[4] and other methods.

[4] University professors and experts from the Toyota Group serve as instructors

Practical data science workshop

Fostering a Culture to Drive Reforms and Innovation

Based on the new TQM philosophy of taking on the challenge of implementing reforms and innovation, we are implementing Value Creation Community Activities with the goal of building communities that can take on the challenge of creating value.

Community Objectives
• Building connections beyond workplace boundaries to share a value-creation mindset
• Providing a space for individuals to engage in value creation
• Cultivating a culture where individuals are unafraid to change, adapt, and take on challenges, even in the face of failure

External exchange activities as part of the Value Creation Community

■ Establishing a Quality Mindset of Customer First and Quality First

In response to the Global Safety, Fire Prevention, and Quality Declaration issued by the president, all employees make a Declaration of Thought and Action based on their roles and responsibilities. During initiatives like Global Quality Month, employees reflect on their actions while prioritizing Customer First and Quality First. As part of this effort, we have established the Quality Learning Center to provide a space for learning and cultivating a quality-oriented mindset.

Learning activities at the Quality Learning Center

■ Ensuring Manufacturing Quality and Continuous Improvement Initiatives
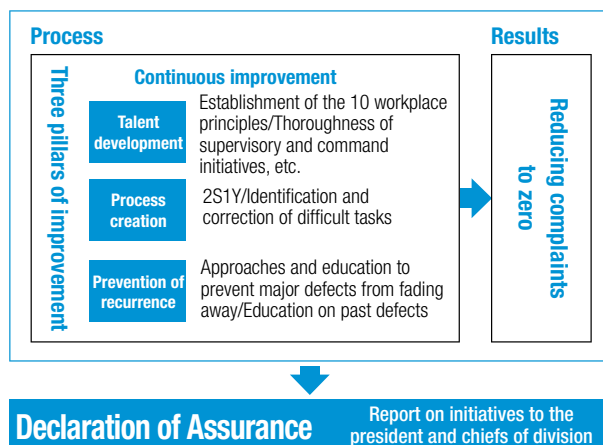
In order to deliver safe and reliable products to our customers around the world, we are working toward self-contained processes*5, particularly in the production process of safety parts, which are directly related to the basic performance (driving, turning, stopping) and safety of vehicles.

We are continuously implementing the global standardization of equipment and management requirements—including the transition from human-based to equipment-based quality assurance—to ensure that no critical quality issues (such as recalls or service campaigns) arise.

Furthermore, to create manufacturing sites that are resilient to change, we are implementing Quality Assurance Declaration Activities led primarily by manufacturing section managers. These activities focus on three pillars: Developing People, Developing Processes, and Preventing Recurrences. Once the targets are achieved, section managers issue a declaration of assurance to the president and area managers.

*5 Based on the philosophy of "Quality is built into the process," we will not produce or pass on defective products in any of our processes.

Three pillars of improvement

Process		Results
Continuous improvement		
Talent development	Establishment of the 10 workplace principles/Thoroughness of supervisory and command initiatives, etc.	Reducing complaints to zero
Process creation	2S1Y/Identification and correction of difficult tasks	
Prevention of recurrence	Approaches and education to prevent major defects from fading away/Education on past defects	

Declaration of Assurance — Report on initiatives to the president and chiefs of division

On-site confirmation meeting by the president and vice president
(Left: Japan, Right: North America)

■ Establishment of a Quality Assurance System That Can Also Respond to Future Business and Environmental Changes

Quality Assurance System Adapted to New Technologies and Newly Developed Products

We have obtained ISO 9001/IATF 16949 certification for our quality assurance system and have established a quality management system. We are also building quality into new products using an Initial Management System that checks the degree of completion of each process from planning to design to production. We are continuously improving our Initial Management System to adapt to new technologies and development products driven by innovations such as CASE and MaaS, as well as emerging business areas like software, service-based businesses, and collaborations with new customers, alliances, and suppliers.

Enhancing Initiatives for Regulatory Compliance

To address the expansion of applicable regulations for new business areas, as well as the addition of new laws and amendments for existing products, we have established a Regulatory Compliance Office to enhance governance.

In addition to regularly conducting regulatory education, the Office implements efforts where company leadership directly engages with on-site personnel to listen to their challenges and drive improvements.