

Creation of a Safe and Comfortable Workplace

A safe and comfortable workplace is the source of corporate power all of us desire at Toyota Auto Body. We are expanding risk management that uses safety and health management in making efforts for safety as the first priority.

Basic Policy

Toyota Auto Body Safety and Health Basic Policy

Basic Principles

Ensuring the health and safety of all people working at Toyota Auto Body is the foundation of management, and beyond recognizing our social responsibility, and in being solely devoted to “human respect” and “safety first”, we are actively making efforts to support a healthy mind and body, as well as create a safe and comfortable workplace in aiming for “zero disasters” and “zero illness”.

Action Policy

1. Prioritize safety and health above all else.
2. Observance of company rules, and also safe hygiene in aiming for a high standard for a safe and healthy work environment.
3. Good communication and activities that allow all employees to participate in bringing together the originality and ingenuity of each employee.
4. We persist in our efforts to eliminate danger and harmful factors and we promote continuous improvement for safety management.



Action Status

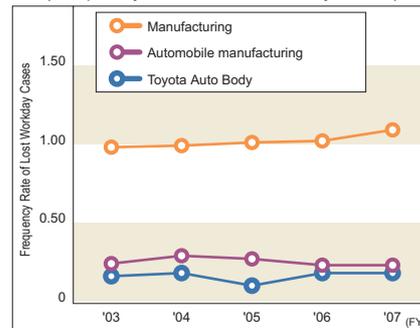
Activities for Observing Genuine Safety for Equipment and Basic Safety Rules With the Introduction of the Lock Out System

In FY2007, we placed emphasis on implementing the introduction of a system for locking the start mechanism of a machine to prevent a person from becoming stuck when the machine is started.



The Lock Out System for preventing equipment from being started by a third party.

Frequency of Labor Accidents (Frequency Rate of Lost Workday Cases)

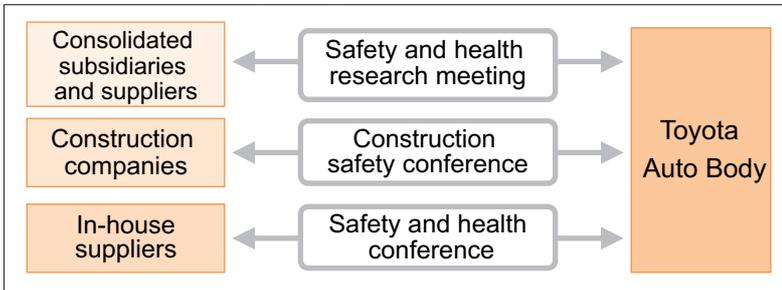


$$\text{Frequency Rate of Lost Workday Cases} = \frac{\text{Number of lost workday accident cases}}{\text{Total labor hours}} \times 1,000,000$$

Assuring Safety of All People Associated With Our Company Through Affiliated Organizations

We at Toyota Auto Body are working to assure safety through firmly establishing daily management activities, improving the standard of health, and creating affiliated organizations for each type of transaction.

Comprehensive Safety Management



Construction safety conference

■ We at Toyota Auto Body place emphasis on measures from the aspects of people, equipment, and management for a safe and comfortable workplace.

[Safety]

- ◎Promote real safety for equipment in order to prevent serious disasters.
- ◎Thoroughly observe rules by understanding and acceptance of basic safety rules.
- ◎Improve awareness and knowledge through educational training by danger sensory learning.
- ◎Promote *kaizen* for planned operation environments for noise and seasonal summer and winter temperature variations.

[Health]

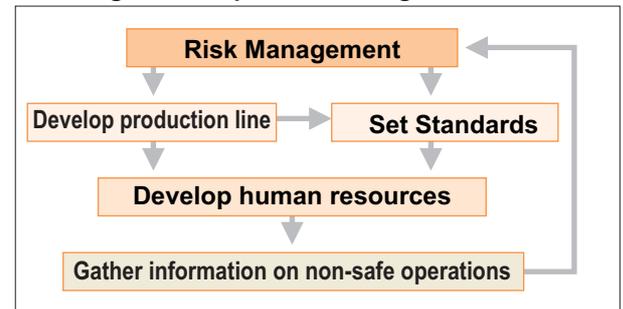
- ◎Broaden an system for maintaining one's inner health (mental health care)
- ◎Promote enlightenment for physical health



■ A Core of Risk Assessment Management of on-site managers and supervisors

We at Toyota Auto Body are progressing in making a workplace of security and safety that emphasizes ease of working through performing *kaizen* of work methods by exposing risk that is deeply buried in operations (risk assessment) and reducing any risks, as well as acquiring information on non-safe operations through dialog between workers and monitoring operations.

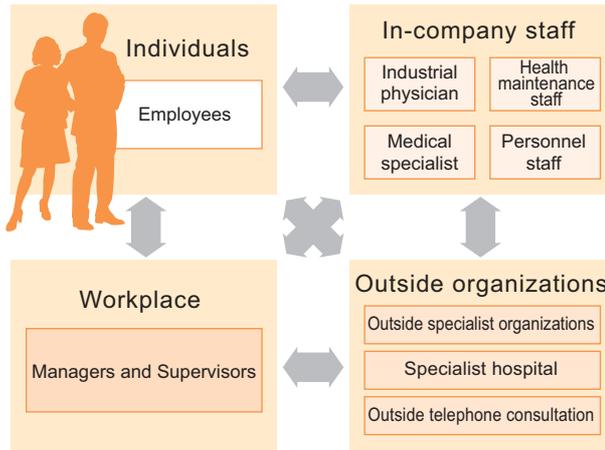
■ Manager and Supervisor Management



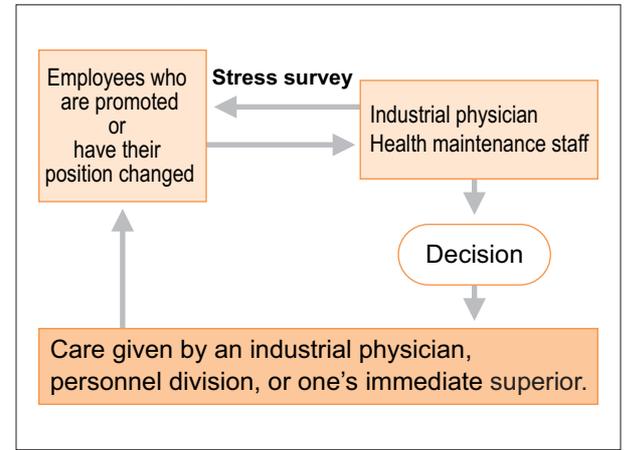
Enhancing Mental Health by Adding Care for Employees Who Are Promoted or Whose Company Positions Change

Toyota Auto Body is advancing in achieving a mental health care system for the mental health of our workers. In recent years, we have added a care system that surveys stress and diagnoses for anxiety resulting from promotion and position changes within the company.

Mental Health Care System



Care for Employees Who Are Promoted or Have Position Changes



Staff Comment

We are the specialists who support plant safety and health activities.

After starting our system of plant safety specialists in 1987, our plant total safety and health managers have been the one's on-site performing support and inspections.

Human Resource Development and Career Support

「Employees form the basis of all business activities, and we are supporting self-realization of individuals through Toyota Auto Body's Career Support Program (CSD).

Basic Policy

We are aiming to build a relationship of sharing and maintaining the high aspirations of our employees and our company.

Company

Contributing to society through achieving customer satisfaction

Relationship of shared high aspirations

Individuals

Self-realization through work and exhibiting creativeness

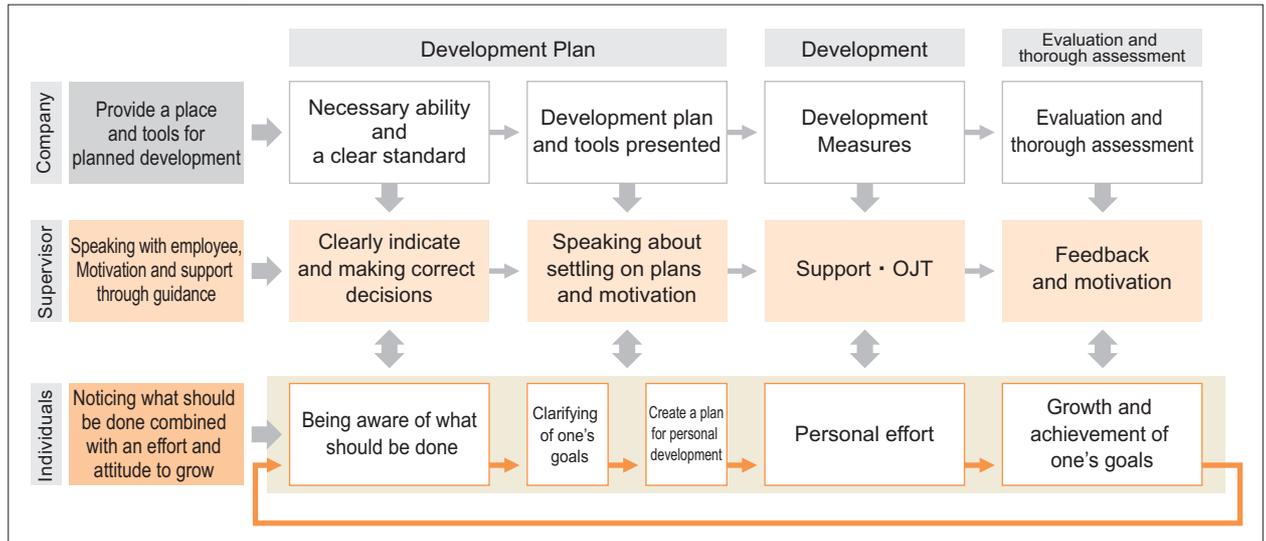
Development of Self-disciplined Employee

We promote individual growth and we are building a planned, mid-term system for human resource development, as well as clarifying our “image of employees we are aiming to develop.”

■ Supporting Growth for Individuals With Our Career Support Programs

In promoting growth of individuals, we are constructing a planned, mid-term system for personal development that clarifies the “image of employees we are aiming to develop” in order to have each employee think and act on their own in being active as “self-disciplined employees.”

■ Career Support Program (CSP)



■ Shifts in Employment Numbers

(People)

(Year)	2005	2006	2007
Regular entry	202	425	513
Mid-year entry	415	418	205
Total	617	843	718



Activity
Status

■ **Centralized Training Facilities to Strengthen Manufacturing Ability**

The Toyota Auto Body Group is aiming to be NO.1 in manufacturing through SQSD (Safety, Quality, Cost, and Delivery) by progressing with continued kaizen activities on the basis of “standard operations” with visualization of processes by employees with the key word “jikotei kanketsu”(defect-free process completion to ensure that no defective product is passed on to other production processes). As a concrete example of our efforts, we have centralized skill training facilities, previously located in each plant, to be at the Global Production Support Center (GPC) from December 2006, making uniform skill training possible. Currently, other than for new employees, we are also conducting skill not only for new employees, but we are also training staff dispatched from staffing agencies as well as those hired as skilled labor every month before workers are assigned to a specific manufacturing-related position. In FY2007, we trained 4,300 employees who are now active in manufacturing.

■ **Skill Training at GPC Before Workers Are Assigned to a Position**



New employee skill training



Skilled labor performing skill training



Dispatched staff performing skill training



■ Achieving Global Human Resource Development

In looking to ensure and develop employees who will be active in manufacturing globally, we have constructed a registration system for employees demanded globally. We are also promoting planned human resource development through advancing in actively conducting international training that begins with language training. Furthermore, from overseas companies, we are developing employees who support Toyota Auto Body internally and externally to expand globally in putting energy toward human resource development for “allowing on-site instruction” through practical education by managers and supervisors who form the core of our on-site staff.



Language training



Practical training for Indonesian trainees



■ Three Employees Awarded From Outside the Company for Being Distinguished Skilled Workers

In April 2007, Toyota Auto Body employees who possess superior skills were awarded the Yellow Ribbon(Ohju-Hosho) for the first time in our company history. In addition, the employees received the “Aichi Skill Award” from Aichi Prefecture.



Yellow ribbon Award winner
Production Group: Masami Kamiya



Aichi Skill Award winner
Production Group: Hiroshi Abe



Production Group: Koichi Nakane

Creating an Energetic Workplace

Toyota Auto Body is progressing in invigorating communication for creating an energetic workplace with the cooperation of labor in aiming to expand society and the happiness of individual employees.

Activity Status

Enhancing Communication

Workplace communication through introducing the TL (Team Leader) System

In January 2008, we introduced a leader system (TL System) comprising a small number of employees for bringing about “teaching skills and the custom of being taught” as a result of monitoring subordinates and based squarely on the actual condition of the manufacturing work area.

Communication Between Employees in the Workplace

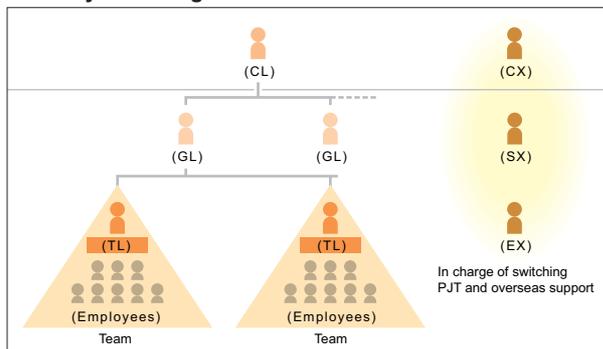
Establishment of the C Meeting System

To enhance communication in the workplace, the C (communication) Meeting system was introduced from 2004. Held every month for one hour, the meetings involve all workers who talk over common themes, which contribute to creating an open atmosphere for discussion.

FY2007 C Meeting Themes

- Managing industrial secrets
- Human rights week
- Workplace safety
- Energy conservation

TL System Image



A C-Meeting at the workplace

■ Communication With Employees and Their Families

● Improving Communication That Includes Family Communication at Plant Events

Toyota Auto Body is achieving improved communication at events held at plants once a year as a place for employees, their families, and the community to have fun.



Head office and Fujimatsu Plant
15,000 people attended



Inabe Plant 5,200 people attended



Yoshiwara Plant 5,000 people attended

● Set Up an Information Website

Enhanced communication in the workplace

With the aim to invigorate workplace communication, we set up a “creation information site in June 2007 to support exchanges of opinion in the workplace and between workplaces.

(This site gives information on word-of-mouth information, special event information, and the latest recommended recreational facilities.)

I. Facility and event information page

(1) Facility information

Information on where to inquire for company facilities and tie-up facilities and also fees

(2) Event information

Information sent from workplaces, companies, events, and scheduled car-sharing events, etc.

(3) Model plans (under preparation)

Model plans from various event information and facilities

(4) Useful information for planning recreation

Useful workplace recreation and health maintenance information and subsidy fees for planning recreation

II. Information Sending Page

(1) Information sent for other workplaces

An example would be recruiting opponent players for a softball game

(2) Word-of-mouth information

Restaurants and facilities people recommend

(3) Opinion and things people seek

Informal activity support site

Activity
Status

Good Labor and Management Relations

■ Labor and Management Meetings

Our employee labor policy of “mutual trust between labor and management” is our principle. At Toyota Auto Body, we are deepening mutual understanding through holding regular discussion such as our individual department “Workplace Labor and Management Discussion Meeting” and also monthly meetings such as the “Plant Labor and Management Discussion” at each plant, and the “Production Communication Meeting,” at which production issues are discussed for labor needs and line operations for that following month. Also, there is a weekly administrative discussion for daily processing management between labor and management. The “Labor and Management Conference Meeting” discusses issues between labor and management for labor conditions.



Labor and Management Discussion Meeting

Observance of Human Rights, Equal Opportunity, and Diversity

■ Observing Human Rights

In the “Toyota Auto Body Group Action Policy,” we are thoroughly achieving uniformity in the group by clarifying in writing that we do not discriminate by social identity, physical or mental condition, sex, principles, nor race.

● Enlightenment Through Lecture Meetings and Education on Human Rights

We are implementing human rights education for newly promoted managers and new employees to be aware of the importance of having every employee observe human rights. In addition, in January 2008, all managers and department heads, and also the presidents of related companies, together numbering 100, participated and listened intently to a human rights lecture meeting.



Human rights training



A human rights lecture by Suehiro Kitaguchi

■ Employing 147 Disabled People at All Our Companies

Currently, as of April 2008, there were 147 disabled people engaged in administrative work in various workplaces in our companies. We are progressively making attractive environment that allows the disabled to live alongside others in society by improving our workplaces and company dormitories.

■ Shifts in the Ratio and Number of Disabled People Employed

	2005	2006	2007
Number employed (Month average)	136	144	147
Employment ratio (FY average)	1.93%	1.95%	1.90%
Statutory employment ratio	1.80%	1.80%	1.80%

■ Employment Support for the Disabled (Mute)

(1) Maintaining a System of Integration

- Implementing education prior to entry into assigned positions in production processes
- Installing a light that flashes to alert the employee of a problem along the production line

(2) Communication

- Preparation of a whiteboard and notes for communication
- Representative section leaders overseeing disabled employees attend sign language seminars



Production Group
Igawa Takahiro

Entered Toyota Auto Body in April 2008,
Nagoya School for the Aurally Disabled
- Machinery Science Graduate

An Employee's Comment

Work and Company Life

I remember most how I was sleepy just before my shift and going into a deep sleep when I had a late ? night shift on my first day at work. I am able to experience many things doing my work and my boss and other workers help me if I have any difficulty. Now, I'm capable of doing work on my own, and I enjoy every day at work.





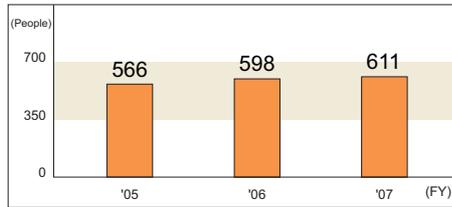
Activity Status

Promoting Diversity in Human Resources

● **Supporting the Role of Women Employees**
We believe that broadening opportunities for women of high ability and will to be active is essential.

1. Maintaining the number of female employees
2. We are promoting a change (promotion) to having female employees who were previously assigned general duties to be engaged in work involving multiple tasks.

■ **Number of registered female employees**

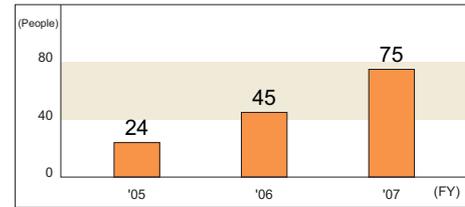


● **Promotion of 75 Dispatched Workers to Become Regular Employees**

We have mainly factory-skilled dispatch workers in large numbers working alongside regular employees in the same division.

We are promoting many of these workers to become regular employees

■ **Number of dispatched workers who became regular employees**



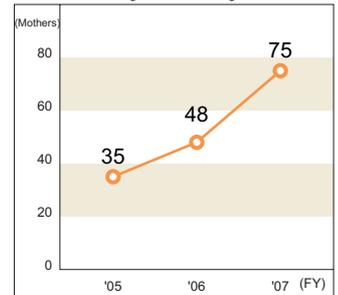
Balanced Support for Work and Childcare

■ **Achieving a Child Support System**

We have been supporting a balance between work and childcare with previous effort for creating a work environment that allow female employees the choice to continue working and demonstrating their abilities while also raising children.

Pregnancy and delivery through the child's first year	Work Restrictions	Exemptions from overtime, holidays, and late night work
	Maturity protection when pregnant and after delivery	Maternity protection measures taken based on physician's instructions
	Time off before and after delivery	8 weeks prior to and after delivery (14 weeks for multiple births)
	Nursing time	30 minutes per day x2 for childcare
Until 3 years old	Maternity leave	Until 3 years old (Technical positions: up to 2 years)
Until entry into elementary school	Work Restrictions	No work over set hours (Not to exceed 24 hrs/month, 150 hrs/year)
	Nursing time off	Exempt from late night work Child injury or hospitalized for illness (5 days/year)
Until 8 years old	Work Restrictions	No overtime
	Shortened work time	set work hours per day reduced by 2 hours

■ **Number of Mothers Using Maternity Leave System**



■ Balancing Work and Child Raising at the Cooperative Daycare Center “Tacchi-chi House”

In October 2007, Toyota Auto Body and four Toyota group companies jointly established the daycare center “Tacchi-chi House” for our employees. The daycare center was built in Aichi and Mie prefectures in five locations where our businesses are centered and serve to support the needs of employees. The centers allow employees to balance their work and child raising with center hours matching work hours and days for newborn children on up through elementary school children.



Tacchi-chi House Fujimatsu

FY2007 Usage	39 (all ages)
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Development Group
Mirai Numata and her baby boy.

A Mother's Comment

Up until the child is born, there is an unimaginable difficulty involved in childcare, and I was worried whether I would be able to work the same way as I had before my maternity leave.

Yet, because Tacchi-chi House is close to the company, and I can go quickly over to the center during work puts my mind at ease.

I also decided to use the center because the center is open until 8:30, allowing me to work a little overtime if necessary.

Although I realize my son may be a little saddened, I want him to grow up being strong.