

Employee Relations

Promotion of a “ Safe and Comfortable Workplace” As Dialog Activities for Mutual Enlightenment

We at Toyota Auto Body are promoting activities to achieve zero accidents by having employees and business partners make personal efforts to play a central role in safety activities.

We are always diligently performing *kaizen* from the vantage point of our employees and affiliate suppliers, all of whom we are having participate in our safety activities.

All Employees Pledge Zero Accidents and Awards Presented From President Amioka for Outstanding Workplace Safety Activities

At our company-wide Safety Rally, Toyota Auto Body executives, department and sectional managers, and top management of our affiliated companies pledged the slogan “Achieve Basic Safety Rules” in chorus to have no accidents. In addition, we are raising awareness of excellent safety efforts throughout Toyota Auto Body through awards presented by President Amioka to those in the company that have achieved outstanding results and processes throughout the year.



Safety Rally(July, 2012)



President Amioka and outstanding section managers(April, 2013)

Time Dedicated to Safety

Every week on Monday morning and for one hour every day after our noon break, managers and supervisors enter worksites in a company-wide, unified time specifically put aside to observe operations and hear opinions from plant operating staff.

(Crane operator)
When lowering the press mold, I have to turn it and it's difficult to perform the operation.



Safety comes first.
Avoid difficult-to-perform operations. Use a special hand tool and after stopping the press mold, perform the next step in the operation.

Observance of press process operations and the airing process

Operators Play a Central Role in Safety Activities

In each work group, an appointed safety leader plays the central role in taking responsibility in bottom-up activities in implementing kaizen proposals provided by operators. This safety leader takes on such challenges in acting an intermediary between managers and operators.

Voice of a Safety Leader



Yoshiwara plant Final Assembly Div. Assembly Sect. NO.2
Takanori Ooishi

With all safety leaders working in concert, we have a personal sense of responsibility as decision-makers to change our own worksites by participating in mutual brainstorming activities and submitting of issues to our sectional Safety and Health Committee.

I almost fell!
What a shock!



Experiencing a near-miss slip and potential fall

Near-Miss Experience Activities for Office and Technical Staff

Based on the approach of first knowing the importance of fear in *Kiken Yochi*, to our previous education efforts on human safety for technical worksites we now include education for office staff.

Activities for Zero Accidents in Our Facilities for Non-Working Day Construction Work and Truck Cargo Delivery and Handling

Based on our desire to have zero shipping-related accidents in our facilities, We are promoting activities to improve safety management by confirming (through a pep rally) construction safety over extended, successive company holidays, and also coordinating with externally contracted construction workers and shipping agents.



Pep rally for work safety during an extended, successive company holiday (Left)

Activities Aiming to Achieve Zero Accidents in Overseas Operations

Toyota Auto Body is promoting periodic on-site safety guidance that aims to improve skills of on-site safety staff and construction workers as part of our activities to improve safety management of each operation and construction work safety in setting up our overseas vehicle production plants.

In particular, we are expanding and placing great importance on safety guidance with on electrocution accident prevention resulting from careless handling of electricity and falls from high places.



Indonesia Construction Safety Consultative Meeting (Explaining the importance of wearing helmets at a morning meeting)



Instruction for methods of using voltage detectors (Confirmation that electricity does not flow)

Employee Relations

Aiming for Both Physical and Mental Health of Employees

Toyota Auto Body considers the health of our employees the most important asset of both individuals and our company. By implementing various measures, we are making efforts to have each employee, and his or her family, improve and acquire sustainable healthy living habits.

Raising Health Awareness

Toyota Auto Body is promoting activities for our employees and their families to practice self-initiated health awareness. We designated October as Labor Health Month, in which we hold mental health and metabolic syndrome prevention lectures and exhibits at each plant. In addition, the health association holds a bi-annual Health Walk in the spring and fall for employees and their families.



"Health Festa" conduct health assessments of employees and their families



Employees and their families on a Health Walk

Annual Health Guidance for All Employees

In accordance with Labor Safety and Health Laws, we are making efforts to raise health awareness by providing annual health guidance in addition to standard health checkups. Such health guidance involves nurses provide individualized health guidance to our employees that suits the living habits of each employee.



Health guidance during a health checkup

◆◆◆メンタルヘルス相談窓口の紹介◆◆◆

相談窓口のご案内	連絡先
【近所特約】 〒100-0001 東京都千代田区千代田 【施設名】 全労連 東京都千代田区千代田 【相談時間】 平日 9:00~17:00 【予約】 03-5561-1111 【備考】 全労連の相談窓口 労働安全衛生、労働環境のことで...	【本社】 本社 2F 労務課 (担当: 伊藤 洋子) 電話: 03-2718-2718 (内線) 6566-55-7750 【FAX】 03-2718-2718 FAX: 6566-55-7750 【Eメール】 yshiro@toyota-abe.com
【各工場】 ① 北九州工場 (担当: 佐藤 浩一) 電話: 093-634-24-2255 ② 山形工場 (担当: 佐藤 浩一) 電話: 023-624-24-2255 ③ 新潟工場 (担当: 佐藤 浩一) 電話: 025-255-11-2018 ④ 長岡工場 (担当: 佐藤 浩一) 電話: 025-255-11-2018 ⑤ 宇都宮工場 (担当: 佐藤 浩一) 電話: 028-255-11-2018 ⑥ 宇都宮工場 (担当: 佐藤 浩一) 電話: 028-255-11-2018	① 北九州工場 (担当: 佐藤 浩一) 電話: 093-634-24-2255 ② 山形工場 (担当: 佐藤 浩一) 電話: 023-624-24-2255 ③ 新潟工場 (担当: 佐藤 浩一) 電話: 025-255-11-2018 ④ 長岡工場 (担当: 佐藤 浩一) 電話: 025-255-11-2018 ⑤ 宇都宮工場 (担当: 佐藤 浩一) 電話: 028-255-11-2018 ⑥ 宇都宮工場 (担当: 佐藤 浩一) 電話: 028-255-11-2018

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Mental health consultation services introduced on the Toyota Auto Body intranet

Immediate Handling of Employee Anxiety

Toyota Auto Body is promotes improving the degree of employee mental health by posting a clinical psychotherapist at each company health office for employees to consult immediately on various stress-related issues.

Guidance for Improving Living Habits

In collaboration with the Health Insurance Association, we are making efforts to provide guidance for employees to improve living habits through things such as eating well and exercising to counter metabolic syndrome.

For employees over 35 years old who are diagnosed with metabolic syndrome, we are providing individualized guidance by a health nurse for a period of six months to improve their living habits.

トヨタ車体
要支援者フォロー
~特定保健指導~

「生涯、元気な車体マン」
を目指し、
今から始めよう
健康づくりの第1歩!!

Text providing guidance for improving living habits



Receiving individualized metabolic syndrome guidance

Stop-Smoking Support Activities

Toyota Auto Body is collaborating with the Health Insurance Association to promote have even one among many of our employees be able to stop smoking through receiving stop-smoking treatment at our in-company clinics.

From fiscal year 2012, the company physician directs the person giving guidance, public health nurses, and nurses to differentiate those receiving guidance based on their health condition, and stop-smoking classes are being given within the workplace.



A company physician gives stop-smoking lectures at each plant

Voice of an Outpatient Smoker Who Kicked the Habit

Yoshiwara Plant
Parts Procurement Dept.
Takahiro Saika

Now that I've stop smoking, I'm able to use my time effectively and I'm also more aware of my own health.

Employee Relations

Promoting a “Healthy Workplace” Through Education and Training to Observe Rules

Compliance

We are making efforts for creating a system for Toyota Auto Body Group compliance activities. Such activities include deliberation and direction setting for activities toward building sound corporate culture, and also the establishment of the “Corporate Ethics Committee”, established as a CSR subcommittee, to ensure strict observance of ordinances.

In addition, we established compliance with the aim to continue thoroughly spreading compliance to our employees through education and training in “Our Priorities”(G Action Policy)

 Toyota Auto Body Group Action Policy (issued March, 2005)

Further Enhancement of Corporate Ethics Advisory Service

We have established the “Honto Com Net” direct advisory service system by email and other communication mediums and also the “Corporate Ethics Hotline”, an external advisory legal service to appropriately handle challenging matters, such as labor issues, for consulting with superiors and colleagues.

In addition, from January 2013, we have further elaborated handling of matters too difficult to discuss within the company by setting up the “Toyota Consolidated Hotline” that allows one to directly consult with Toyota Motor Corporation.

Risk Management

We in the Toyota Auto Body Group are making efforts to further enhance risk management as one aspect of internal control. We should minimize diversified risk, and we are progressing with establishing initial responses and risk prevention measures, and also we assessing and specifying risks that impact the running of our company. In 2012, we made efforts to avoid risks of internet trouble.

Establishing and Introducing “Knowledge for Using Social Media”

The number of social media users has grown in recent years with the risk increasing of employees being involved in network trouble and also the potential for company information leaks. In looking to avoid such risks, we established “Knowledge for Using Social Media” in November of 2012 that we have introduced throughout the company through in-house reporting, workplace meetings, presentation meetings in-house and for our suppliers and consolidated subsidiary companies. Our efforts contributed to risk prevention by deepening the understanding of employees about such risks and the features of social media.

Conducting Comprehensive Disaster Drills Vital for a Large-Scale Earthquake

In 2012, we coordinated with all our places of business and also our consolidated subsidiary Toyota Body Seiko Co., Ltd. in conducting highly practical, comprehensive disaster drill training in preparation for a sudden large-scale earthquake.

Our disaster drill training allowed us to raise disaster-prevention awareness as follows:

- Unannounced evacuation drill scheduling for office and technical staff was conducted for when performing work at various places and under various conditions when an earthquake hits.
- At our plants, the plant manager headed training conducted at night



Production Engineering Group evacuation drill

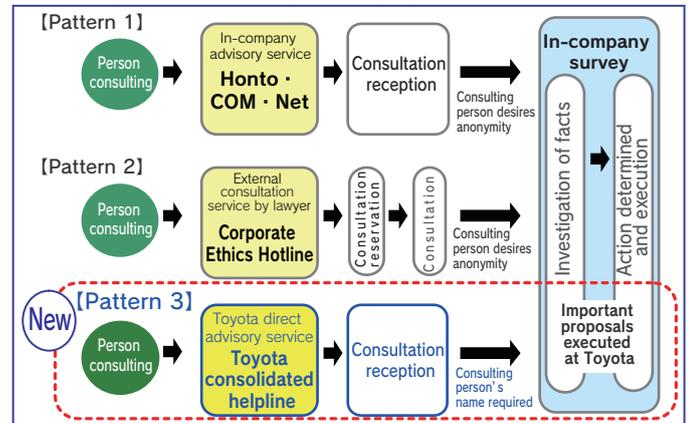


Rescue drills using a rescue shoot



Confirming evacuation status by using nighttime emergency power lighting

Three Patterns of Corporate Ethics Advisory Service Leading to In-Company Surveying



Social media is a tool for information exchange over the internet

Social Media
Blogs, bulletin boards,
Visual image posting sites

SNS※
facebook,
twitter, mixi etc.

※SNS(*): Mostly memberships (facebook policy requires real names)
(*): Abbreviation for Social Network Service

Concept of “knowledge for using social media”

I .Responsibility	Acknowledgement of the risk of personal responsibility resulting from posting inappropriate information
II .Mindset	Acknowledgement that once posted, those contents will be spread widely and may remain as semi-permanent
III .Cautionary items	<ul style="list-style-type: none"> • No sharing of private information of others • Avoidance of emotional statements easily misinterpreted • Concealing of one's origin without promoting the company and/or its products

Employee Relations

“Personnel Development and Career Support” Aims to Achieve Self-Realization Through Work and Exhibit Individual Employee Creativity

We at Toyota Auto Body are making continuous efforts toward developing “independent human resources” capable of independent action and individual thought in building a system of personnel development from a mid-to long-term view. We are also progressing with continuous efforts to “strengthen *monozukuri* (manufacturing) capabilities” and also place emphasis on strengthening development of overseas personnel and special-skill training in looking to renewed growth.

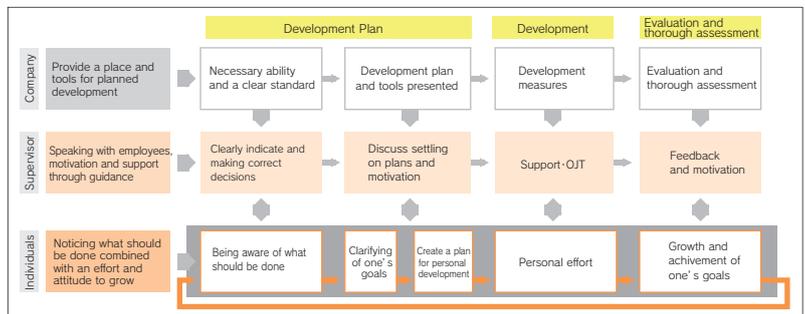
Fundamental Approach for Personnel Development

With the aim to develop “independent human resources” capable of independent action and individual thought, we are building a “Career Support Program” as a system that unifies individual employees, the company, and supervisors for developing personnel over the mid- to long-term.

Achieving Global Human Resources

For Toyota Auto Body Group companies to expand business overseas, we are making efforts toward achieving global human resources.

System for Promoting and Supporting Individual Growth (Career Support Program)



Assigning Overseas Personnel Development

From fiscal year 2011, we launched a personnel development assignment system for providing early training to allow young employees to swiftly handle overseas business developments.

In fiscal year 2011, we sent five employees to the United States and in fiscal year 2012, we expanded to send seven assignees in Asia. In 2013, we plan further promotion of young employee personnel development by sending 10 trainees overseas.

Fiscal year 2011 (First term trainees)
Accounting Department Megumi Tao



One-year term from January, 2012
Assigned to APMM
(Person commenting at the front, left)

At first I struggled to convey nuances in meaning, but the smiles and kindness of on-site staff encouraged me to get beyond the language barrier.

Fiscal year 2011 (First term)
Yoshiwara Production Engineering Department Shinsaku Fujita



One-year assignment from April, 2012
Assigned to TEMA
(Comment from person on the right)

We built friendly relations with local staff in making efforts “face to face” working toward the same goal. I want young employees in our company to also further challenge such personnel development training assignments.

(Supervisor's comment)

Trainees expanded their perspectives and I feel that they grew significantly. Hereafter, I expect them to take a leading role in our accounting department.

Fiscal year 2012 (Second term students)
Human Resources Division Taiki Nakata



One-year assignment from January, 2013
Assigned to APMM
(Comment from person on the left)

We are broadening our perspectives by challenging ourselves to add a completely new business routine to our current tasks, for which we are already responsible in Japan. Despite many concerns, such work is rewarding because much can be gained.

Fiscal year 2012 (Second term)
Production Management Consulting Division Kohei Yamamoto



One-year term from January, 2013
Assigned to PT Sugity Creatives Co., Ltd.
(Comment from person on the far left)

At Toyota Auto Body's largest overseas operation, PT Sugity Creatives Co., Ltd., we are learning how to progress with work overseas by ensuring active communication with local staff.

Social Aspects

Employee Relations

Achieving Global Human Resources

Educating Local Trainers Overseas

In order to have Japanese *monozukuri* (manufacturing) also spread overseas, we are accepting trainees from overseas subsidiary companies to be educated as local trainers, who can teach occupational basic skills on-site. Trainers give instruction that includes bumper-coating surface polishing and inspection as well as vehicle body jig setting.



Acquiring basic skills
(Indonesian trainee)



Acquiring vehicle body jig setting skills
(Malaysian subsidiary company trainee)

Improving English Communication Ability

In looking to improve our linguistic skill to accommodate business needs and also raise our level of linguistic skill that serves as the base of globalization, we are giving classroom English instruction which matches the linguistic skill level of the students.



English training

Developing Professional Human Resources

Further Enhancing Development Engineer Education

We at Toyota Auto Body are aiming toward developing personnel that “mature to professional skill in three years” by introductory level education in the third year and also worksite on-the-job training after the first year of new employee training.

We are aiming to enhance managerial education, mid-level employee intermediate education, and education to enhance skills of development engineers who created the system of development.

Development engineer education involves coherent on-hands education that closely simulates actual tasks on-site and actual work that are conducted at the Development Center Education Area. Together at this one center are deliberation rooms, an educational exhibit, and a space for giving CAD instruction.



Actual work items in new employee education of the Development Division



CAD education

Enhancing Specialized Education for Vehicle Development and Production Engineering

We established our Engineering Jyuku (preparatory school) in 2008 to promote kaizen for education materials and spaces for providing specialized education for vehicle development and production engineering. In aiming to manufacture the world’s best minivans and commercial vehicles, we teach even better vehicle construction and engineering manufacturing methods within our education for vehicle dismantlement.

In addition, our education teaches “look, touch, and feel” by *genchi genbutsu* (on-site, hands on) evaluation of actual products in their process) in the first year, especially for first-year employees, that includes actual training for *monozukuri* and also teaches mechanisms and theory. In the second year, work methods and the perspective(s) of one’s superiors are learned, and our aim is early learning of tactical skill for the student to become “a master-skilled technician in the third year.”



Vehicle dismantlement education



Equipment skill education

Social Aspects

Employee Relations

Developing Professional Human Resources

Education for Professional Monozukuri (Manufacturing)

Our customers should have a peace of mind and trust us to build in quality in our manufacturing. We are making efforts to enhance *monozukuri* (manufacturing) by having employees brainstorm, pass on skills, and acquire technical skills that continue from the time of entry into Toyota Auto Body into mid-management ranks

<Entry-Level Employee Training and Skill Transfer>

Toyota Auto Body provides “Fundamental Skill and Knowledge Education” taught by our dedicated trainees. We are aiming at an early stage to develop and train our employees, around which our worksites will center in the future, by holding the “Specialized High-Level Skill Transfer Course (National Skill Olympics)”.



National Skill Olympics Auto Body Sheet-Metal Working Competition

<Mid-Level Engineer Education (Skill Acquisition Training)>

Toyota Auto Body is providing “Skill Training and Technical Knowledge Education” taught by our dedicated trainers for eight types of skill qualification, depending on employee qualification, that include press, welding, painting, forming, assembly, and maintenance.

In maintenance related work, we are enhancing educational training in transport control and robotics in aiming for further improved productivity and allow swift action to be taken to maintain our more complex, sophisticated equipment from recent years.

In addition, we are implementing “Skill Qualification” and holding a “Skill Competition” as the places to confirm results of one’s own efforts, leading to improved knowledge, skill, and the motivation to challenge.



Skill Competition Auto Body Worker Handwork Skill

Voice of a Skill Olympiad

Fighting-Spirit Award Winner
Technical Skill Training Dept.
Shou Kimura



I learned the importance of carrying through. I will pass on this experience and skills learned to subordinates.

(Spreading Domestic and Overseas Skill Competitions Globally)

We are making efforts to improve skills in the Toyota Auto Body Group. Three companies from domestic and overseas subsidiary companies participated in our Skill Competition for the first time.

In our long years of devotion to manufacturing, certain skilled workers have been selected to receive the “Aichi Master Craft Worker” and “Mie Master Craft Worker” awards. These awards have, in turn, increased the motivation of our employees.

(In FY2012, award recipients numbered two in Aichi Prefecture, and one in Mie Prefecture)

Voice of a Participant in the Skill Competition



Skill Competition Finishing Work
Recipient of the highest award
(Intermediate Skills Level 2)
Chun Shyang Shih Yeh Industry Co., Ltd.
Republic of China (Taiwan)
CHEN JIAN HONG

I realized that I have much to learn. I'll work to orient myself toward the kinds of required skills I experienced in the competition to introduce them into my own work.

Efforts Toward Improving Worksite Kaizen

QC Circle Activities

Through QC circle activities, Toyota Auto Body is aiming to contribute to society and improve customer satisfaction through making workplaces positive, active, and rewarding places that allow our employees to have a sense of achievement and grow.

(Spreading Domestic and Overseas QC Circle Activities Globally)

Our annually held “Toyota Auto Body Group QC Circle Competition” serves as a place to “learn and grow together” and each year more and more domestic and overseas group companies are participating in this competition.

In fiscal year 2012, we invigorated our QC activities by presenting outstanding awards. Toyota Auto Body, with a base of 558 circle activities, selected circles that announced their activities, and an outstanding award was given for each theme of “Circle Kaizen”, “Managers and Supervisors”, and “Domestic and Overseas Companies”.

In addition, our higher placing 2 Circle “Circle Kaizen” will go on to compete at the All-Japan Invitational Competition

External Announcement Results (All Japan QC Circle Conference, and others)

In fiscal year 2012, at the External QC Circle Competition, 12 outstanding awards were received, and in particular, we received the “Director’s Award First Prize” for two consecutive years.

(First time receiving the Director’s Award First Prize for two consecutive years)



Overseas subsidiary QC circle kaizen announcement (Toyota Auto Body Group QC Competition)



HAPPY Circle announcement at the All Japan QC Circle Conference (Inabe Plant Body Manufacturing Div.)
Director’s Award First Prize

Employee Relations

Promoting a Sense of Unity and Harmonious Worksites That Support Individual Employee Happiness

In order to create harmonious workplace culture, we are aiming to create a sense of unity in creating both large and small workplaces ranging from company size down to a worksite, and also achieve active communication unrestricted by the boundaries of the workplace and one's position in the company

Enhancing Communication Activities

Company-Wide Communication

We are holding sports competitions as a way to invigorate and promote a sense of unity throughout Toyota Auto Body by challenging to be No.1 in the Toyota Auto Body Group and No.1 in the Toyota Group.



Company-wide sports competition
Toyota Auto Body Group
Futsal Competition

Voice of a Participant in Our Futsal Competition



Futsal Competition
Winning team
Inabe plant Body
Manufacturing Div.
Stamping Plant
Maintenance Sect.
Jyunpei Nogami

Through good daily teamwork, we achieved two consecutive victories. Colleagues root for us and the competition served to unify our workplace

Communication at Different Workplaces

Once a year, each place of work in our companies holds their own festival as a place for employees, their families, and residents in our communities to interact. At these festival events, employees set up booths and attractions in actively progressing to create places that serve to deepen good relations and help to create an opportunity to relate to one another.



Head Office Fujimatsu Plant event:
"Grade-B Gourmet Cooking Contest"



Inabe Plant event:
"Handmade Mikoshi
(miniature shrine) Contest"

Communication by Group and Workplace

In aiming to create positive and active workplaces, Toyota Auto Body is supporting self-initiated recreational activities in each department. We are holding events at the change of each season and also events for displaying one's special abilities, as well as workplace sporting events to create a spirit of rivalry. We aim to invigorate communication by having recreational activities that display the special abilities of each division.



Production Engineering Div.
Seasonal Event
"Handmade Girl's Day Dolls"



Development Div.
Cultural Event "Music Festa"

In addition, at sporting venues for each of our sports clubs, such as handball and volleyball, we are aiming to create a sense of workplace unity through supporting athletes from one's own workplace.



Athletes being rooted for by
workplace colleagues during a game



Workplace colleagues
rooting for a sports club team

Employee Relations

Creating an Easy to Work Environment and Awareness for Being Good Citizens

Toyota Auto Body is working toward creating awareness for being good citizens and good company employees through our deepening human rights awareness and extensive efforts for traffic safety awareness. In addition, we are making efforts toward enhancing multiple measures to create an easy to work environment that at the same time respects the various lifestyles and statuses of employees.

For Being Good Citizens

Deepening Human Rights Awareness

In looking toward achieving “Respect of Individuals” we are providing in-house education for entering employees and office organization on various human rights topics and also issues such as antidiscrimination, gender equality, and the rights of foreigners. Also, we are progressing with resolving human rights issues by aiming to train personnel who provide guidance in in-house human rights enlightenment activities. Those personnel who are to provide guidance partake in external agency training and lectures, and also attend the “Aichi Prefecture Human Rights Enlightenment Industrial Liaison Meeting.” Along with education for entering employees and office organization or new postings of employees, we are progressing with discussions and enlightenment activities in our “Human Rights Week” held in both May and December that address workplace related human rights, which include both power and sexual harassment in our plants and each workplace.



Human rights education (training involving office organization for new postings of employees)



Human rights enlightenment activities (Panels exhibited at our Inabe Plant)

Our Extensive Efforts for Traffic Safety

As an automobile manufacturer, we place great emphasis on efforts to create traffic safety awareness among employees. In fiscal year 2012, patrolling activities coordinated with all of our plants and their communities aimed to spread awareness further among employees about traffic safety. In addition, a lecture was given by the police department’s Traffic Safety Section Chief to communicate thorough understanding of the importance of defensive driving. Also, a lecture was given by bereaved families of those deceased in traffic accidents in order to teach accident prevention to young people.



Patrols calling for traffic safety awareness



Using a bicycle, the Traffic Safety Section Chief gives a lecture

Creating an Environment That Supports Diverse Ways of Working

Supporting Methods of Employment for the Elderly

In 2001, we introduced our Mandatory Retirement Re-Employment System that allows those employees who have developed high skills and have extensive experience to pass on their abilities and skills to employees who will succeed them at our company. From April of 2013, we are responding by having re-employment of skilled seniors become obligatory. Hereafter, we are introducing measures toward creating an environment in which it is easy to work by supporting awareness, health, and physical conditioning in looking to secure wealth in one’s post-retirement years.



Mutual Day Care Facility
“Tacchi-chi House Fujimatsu”
(Fiscal year 2012 number of infants increased to 45)



 “Support for Pregnancy From Childbirth to Child Rearing”

Achieving Child Raising Support

As a supportive measure for achieving a balance between work and child rearing, we established our in-house day care center “Tacchi-chi House”, and we are making efforts to achieve a work life balance by our “Short Work Time System” and “Maternal Leave System” that both aim to go beyond established law