

Developing Vibrant Workplaces and Independent Employees with a Strong Spirit of Challenge

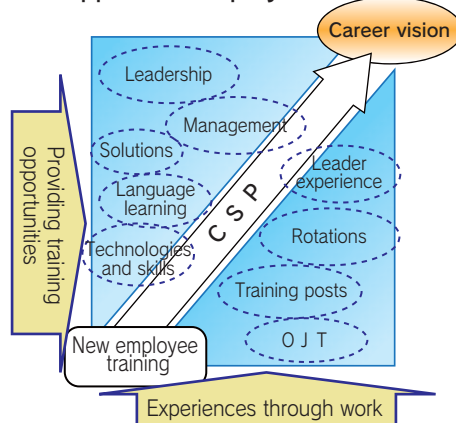
In order to create ever-better cars satisfying our customers, it is important that every employee is able to work vibrantly in an energetic workplace, and also for our employees to continue to grow and develop. For this purpose, we are constructing a personnel training system that helps our employees create a clear career vision for their future, and that incorporates a training curriculum for developing professionals who can be active globally.

Fundamental Approaches to Human Resource Development

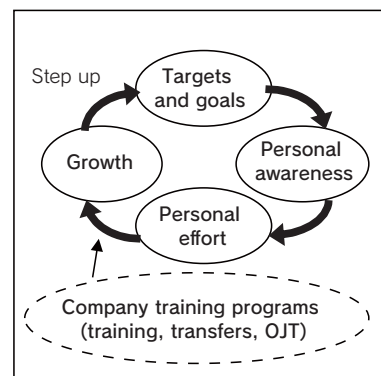
At Toyota Auto Body, we focus on training "independent-minded employees" so that every single employee has a career vision for the future, and can take the initiative and work with positive spirit.

We are promoting individual development with the "Career Support Program (CSP)" which provides systematic support for individual employees. We also help individual employees to grow by conducting management training, solutions training, and other training opportunities as well as experience through OJT, rotations, and overseas training posts.

System for Promoting Individual Growth and Support for Employees



<Individual growth cycle>



Training Professional Personnel

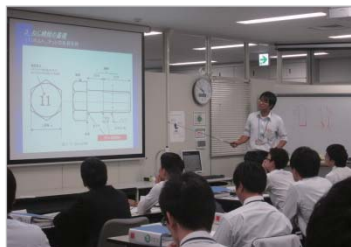
Technical Development of Professional Personnel

Our training of engineers involves development lecture rooms, educational exhibits, and CAD training rooms so that our engineers can learn through experience by genchi-genbutsu (going to see the actual site and actual object) and can make best use of their skills.

First-year new employee training is followed by third-year beginner-level training. Beginning from the fifth year, intermediate-level training and manager training for group leaders is carried out. The use of step-up training and workplace OJT also aims to help create development professionals.

Development Engineer Training System (Step-climbing training table)

	Entry-level employees	Beginner-level engineers (years 1 to 3)	Intermediate-level engineers (years 4 to 8)	Manager
Improve sense and sensitivities of managers.				Manager training
Advance from part engineers to vehicle developers.			Intermediate-level training	1. Study from group leader handbook (At time of new posting) 2. Learning through reflecting on past actions --- others
Become independent after 3 years.	New employee training	Beginner-level training	1. Vibration & noise 2. Collision safety 3. Human engineering --- others	
		1. Design information system (beginner) 2. Steel sheet and resin material engineering --- others		



New employee basic technical training



New employee CAD* training
* CAD : Computer Aided Design



Intermediate-level engineer training
(vibration & noise)



Group leader training
(management)

Production engineering professionals

Aiming to create ever-better cars and ever-better plants, we carry out technical training based on the principles of genchi-genbutsu.

During first-year new employee training, trainees learn about vehicle disassembly and other basic technical learning. Beginning from the second year, they learn about work methods and concepts from senior employees. Technical training is conducted on every level in order to improve production technical skills.



Vehicle disassembly training
for entry-level employees



Young engineer training
(element devices)

Developing Employees and Creating the Workplace

Training Professional Personnel

Production professionals

In order to create cars that customers can feel safe in using, we carry out programs for systematic acquisition of skills, as well as skill improvement programs and QCC activities that also include Japan and overseas subsidiaries.

Educating new employees

Before employees are assigned to a workplace, they undergo basic knowledge training and basic skills training that is conducted by full-time trainers. We are also putting effort into basic knowledge training in order to instill self-awareness and an understanding of safety among employees.

Aiming to develop future leaders, we also select persons with a strong desire to challenge themselves to participate in the National Skill Olympics. We won a bronze medal in 2016, and are working to further improve our skills.

Mid-level employee training

Skills and knowledge training are carried out in stages according to the employees' qualifications, and training is conducted so that employees repeatedly acquire the necessary basic principles for practical work.

Refining skills

The company-wide skills competition is an opportunity for refining skills. Employees from subsidiary companies in Japan and overseas also participate in this competition. Participants compete in 10 job categories including body work, painting, molding, assembly, and maintenance and engines as they seek to improve their skill levels.

Engineering trainers

We also conduct training for local shop floor workers of overseas subsidiaries, as we work to pass on our monozukuri (manufacturing) knowledge.

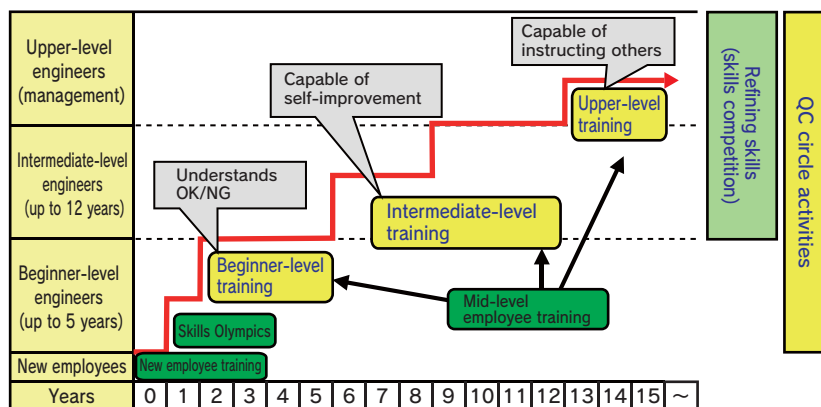
Japanese engineering trainers are sent to conduct local training, and local trainers receive training in Japan.

QC circle activities

We are conducting activities aimed at creating workplaces where every member has a high level of problem-solving abilities.

As one part of a program to improve quality at all affiliated companies in Japan and overseas, the first Global QCC Convention (Indonesia Convention) was held last year, with presentations given by 4 circles from 3 local affiliated companies. The champion circle from Toyota Auto Body also participated and presented, for mutual education leading to further improvements.

Production Engineer Trainig System



Basic skills training for new employees:



Training conducted by full-time trainers

<Skills Olympics>



Bronze medal in the 2016 automobile panel category
Soichiro Komori

<Skills competition>



Assembly category



Finishing category
(Sugity Creatives, Indonesia)

<Engineering trainers training>



Training by instructors sent overseas (in Indonesia)



Training in Japan (employees from USA)

<Toyota Auto Body Group QCC Indonesia Convention>



Presentation at the Indonesia Conference
(Toyota Auto Body representative: Rainbow Circle)



Presentation of a commemorative plaque by our Managing Officer Toyota
(Indonesia RPT Circle)

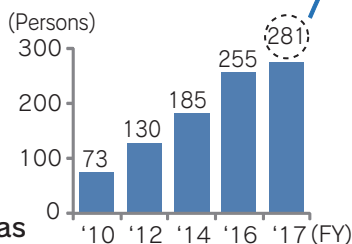
Developing Employees and Creating the Workplace

Training Professional Personnel

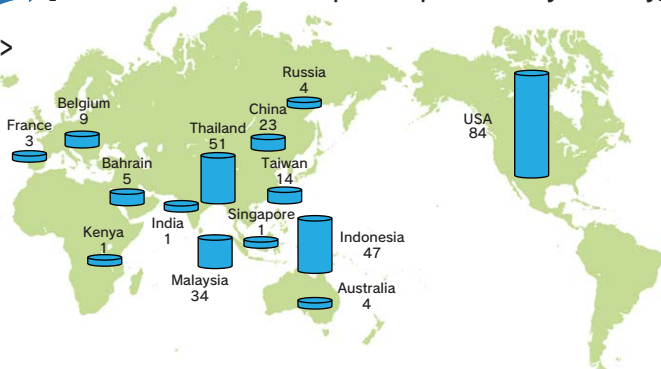
Global Human Resource Development

We are working on global human resource development to expand the overseas operations of the entire Toyota Auto Body Group.

<Total employees with experience in overseas posts>



[Persons with overseas post experience by country]



[Loaning employees for overseas development training and for overseas design training]

As one means of rapidly developing personnel who are capable of operating our business overseas, in fiscal year 2011 we introduced a system of sending younger employees on loan to overseas companies. So far, 38 younger employees have been sent, and have expanded their areas of activity following their return as they make use of their training experience in work related to our overseas business.

The Design Division sends trainees to work at a North America design studio (CALTY) of Toyota.

From January 2017: Comment from a sixth-year trainee in training



Reporting on production status to local staff

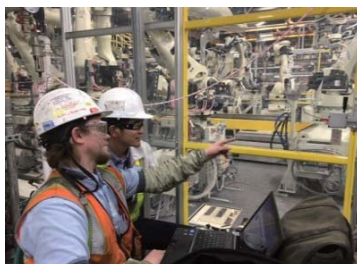
Production Control Div.
Hideki Munakata
(2nd from left) (Thailand: TDEM)

I really experienced the difficulty of communicating my ideas in English. The moment when everyone understood what I wanted to communicate and all of them took action on the same vector was extremely rewarding for me.

I would like to make use of this experience in my work after returning to Japan.



Ryosuke Tairadate (Design Div.) studying design in N. America (CALTY)



Kohei Saito (farther away) from the Body Assembly Engineering Div., training in N. America (TEMA)



Miho Yasui (left) from the Fujimatsu Administration Div. discussing part orders in N. America (APMM)

Enhancing overseas communication skills

English training is conducted for all personnel who support overseas business, aiming to achieve a level where they can carry out overseas work without an interpreter.

Instructors who are native speakers of English teach a technical course centered on English for technical instruction, and a skills course for learning basic English conversation and English for teaching skills.



Improving English skills through conversation with instructors who are native speakers of English



Trainee receiving technical instruction in English

Training of overseas local personnel

Toyota Auto Body accepts local leadership candidates for "Global Training" in Japan, aiming to make the overseas companies independent.

Through communication, we create the opportunity to understand each other's cultures, and work for active exchange of information.



Trainee explaining the results after returning to his country [Thailand: Toyota Auto Works]



Host workplace members learning about other cultures through communication with trainees (Kyoto Study Group)

Promoting Diversity and Awareness Education for Being Good Members of Society

Toyota Auto Body is carrying out activities to promote diversity, so that a broad range of personnel can work together happily and worry-free. We are also working to build awareness of how to be good members of society.

Activities for diversity

Promoting advancement of female employees

In order to support a balance of work and child-raising, we have created an environment for continued working, including a maternity leave system and internal daycare center.

We are also working to create an environment for vibrant activity, including expanding the flexible short-hours working system and the system for partially working from home, and conducting seminars for superiors aimed at supporting women in making use of their abilities.



Partial working from home



Seminar for managers with female subordinates

Support for the working styles of older employees

<Creating processes that are easier to perform>

We are carrying out process improvements that allow anyone to work comfortably, so that all employees can continue to work in good health.

<Creating workplace awareness for preventing loss of physical strength>

Body awareness seminars are held for employees in their 40s and 50s, providing opportunities for systematic thinking about ways of working, asset formation, and building physical strength beginning from an early stage.



Example of work improvement for reducing physical burdens (use of the "rakuraku seat")



Awareness seminar (physical strength)

Promoting the hiring of disabled persons

The number of full-time employees with disabilities in fiscal year 2016 was 190, or 2.39% of the total.

The company is actively working to support active work by disabled persons, including through internships for interested high school students and their families, and through sign language classes for managers in workplaces where hearing-impaired employees are assigned.



Experiencing work through internships



Sign language class

Being Good Members of Society

Deepening Awareness of Human Rights

Aiming to improve awareness of "Respect for Individuals" we are providing internal training for all employees concerning various human rights issues, including social integration issues and human rights for women and foreigners.

We also actively send employees for outside training and are working to develop specialists in the "buraku" discrimination problem and other human rights issues.



In-house training (new employee training)



Human rights panel exhibition (plant)

Ensuring the Mental and Physical Health of our Employees

We recognize that the health of our employees is an important element in our quest to create ever-better cars, and provide fine-tuned health follow-up so that they can enjoy fulfilling company lives in good physical and mental health.

For Fulfilling Company Lives in Good Health

We are carrying out a variety of activities aimed at developing employees who are capable of independently maintaining and improving their own health. These are based on the following key activities: maintaining and improving mental health, improving lifestyle habits, stopping smoking, and the prevention and detection of cancer.

Aiming for easily approachable consultation offices

We have created a consultation system, with clinical psychologists who are experts in mental health assigned to the Fujimatsu, Inabe, and Yoshiwara plants.

Stress checks are performed for all employees, and informal workplace meetings are held for workplace environment improvements utilizing interviews with high stress individuals and the workplace diagnosis results. Self-care classes are also conducted, aiming to improve individual resistance to stress.

For building healthy habits

A health promotion floor will be opened on the 3rd floor of the Shin-Seikyou Building in order to give employees the opportunity to reconsider their lifestyle habits.

With health-building classes, measurement of physical fitness, and a training facility that employees can use freely before and after work, we are working to promote improved employee health.

Creating non-smokers

A company-wide anti-smoking project was launched to prevent smoking – the largest risk factor causing lifestyle-related diseases, and solicited participants in the No Smoking Challenge from each workplace. 234 persons participated in fiscal year 2016, and of these 117 successfully quit smoking.

The 22nd of each month is the Toyota Auto Body no smoking day, and continues to create opportunities for employees to quit smoking.

For early detection of cancer

Screenings for various types of cancer are conducted within the company at no cost to the employees, and employees are referred to external medical institutions for early detection and appropriate treatment of cancer.

In fiscal year 2016, screening for stomach cancer was expanded, with stomach cancer risk evaluation introduced in addition to upper GI fluoroscopy.

In fiscal year 2017, screenings for breast cancer and ovarian cancer will be introduced, and additional anti-cancer measures carried out.

<Improving resistance to stress: Self-care class>



<Training room>



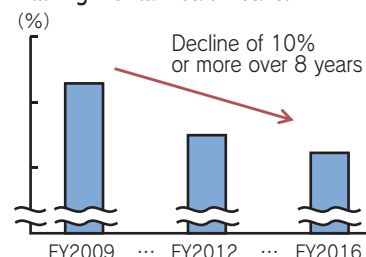
<Measurement physical fitness>



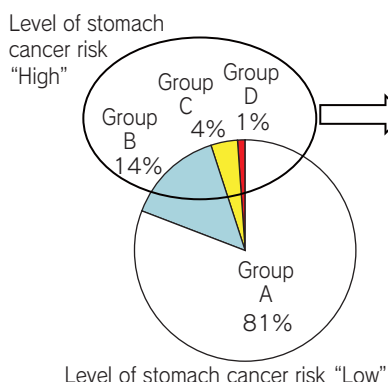
<Introductory training for members attempting to quit smoking>



<Changes in numbers of employees taking mental health leave>



<Results from stomach cancer risk evaluations>



Evaluations of stomach cancer risk are determined based also on the results from upper GI fluoroscopy.

Identified high risk individuals are recommended to seek treatment for removal of helicobacter pylori bacteria or gastroscopic examination (100% follow-up is carried out).

Putting Safety First and Working to Create Safe People and Workplaces

All suppliers and overseas subsidiaries are carrying out activities aimed at eliminating accidents, including strengthening of efforts by top management to create a safety-first environment, and activities to improve safety sensibility among individual employees.

Putting Safety First for All Employees

Creating a "safety first" forum for top management

At our company-wide Safety Rally, everyone including company executives, department and section managers, and members of affiliated companies together recited a slogan describing the importance of basic safety activities, with the objective of eliminating dangerous incidents.

In September, a workplace safety activity check meeting was established for department and section managers to exercise leadership in accident prevention, and to check the conditions of equipment risk-reduction activities, creating an opportunity for top management to put "safety first" into practice.



July 2016 company-wide Safety Rally

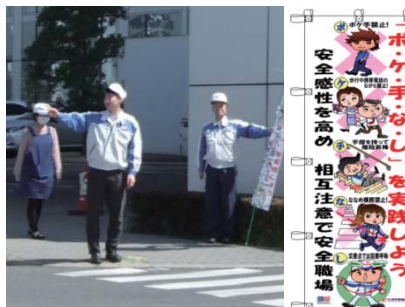


Workplace check by top management in September 2016

Activities to improve safety sensibility of all employees

Five basic actions such as pointing and calling confirmation at intersections, and holding the handrail on stairways were decided, and the "Po-ke-te-na-shi" activities to protect personal safety are being carried out.

At company-wide KY training aimed at increasing safety awareness among all employees, specialist KY trainers are assigned to each plant and conduct experience-based training for KY (identification of potential dangers), and work on a daily basis to prevent accidents.



Activity using flags to promote awareness



Experiencing ladder work and identifying potential risk factors

Putting Safety First at our Suppliers

We are working to prevent accidents in logistics, including by holding a yearly study meeting for ensuring safety when driving forklifts with participation by members of shipping agents, and also by coordinating basic operations during forklift work and identifying and correcting problems.

Based on the idea of reducing accidents on company grounds to zero, we are carrying out safety activities together with our suppliers and contractors.



Forklift safety rule study meeting for all shipping agents (Technical Training Center)

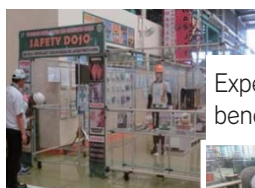


Giving instructions during a patrol by committee members

Putting Safety First at Overseas Companies

Development of safe personnel is an important issue overseas as well, and we conduct experience-based training for KY (identification of potential dangers) and operate safety workshops in the same way as in Japan.

For crane work which involves a particularly high level of risk, local trainers undergo training in Japan in order to produce safe crane operators with no variation in ability levels at different companies.



Experiencing the benefits of seatbelts

Personnel development activity at a safety workshop in Indonesia (SC)



Crane trainer training in Japan (APMM)



Safety and Health Policy



Labor Accident Status

Creating Healthy Workplaces with High Levels of Compliance, Traffic Safety, and Accident Prevention Awareness

Improving Compliance Awareness among All Employees

We have established the Corporate Ethics Committee as a subcommittee of the CSR Committee, and hold discussions and set directions for activities aimed at improving legal compliance and building a healthy corporate culture. We are endeavoring to improve compliance awareness throughout the entire Toyota Auto Body Group. Additionally, we are continuing to ensure complete compliance among our employees via education and training related to "Our Promise" (the Toyota Auto Body Group Action Policy).

 Toyota Auto Body Group Action Policy (Issued March 2005)

Expanding programs aimed at ensuring compliance

As business becomes increasingly globalized, we are working to improve compliance awareness in the Toyota Auto Body Group both in Japan and overseas.

In Japan, we have created tools that allow us to carry out voluntary compliance activities, hold study meetings that include affiliated companies, and conduct regular educational activities throughout the group in order to maintain and improve compliance awareness.

Overseas, we have launched programs aimed at improving employee awareness based on the programs used in Japan, and conduct training for employees who are assigned overseas and for employees engaged in overseas operations.

<Domestic compliance activities>



Persons in charge from Japan subsidiaries receiving compliance instruction from a consulting lawyer

<Programs to improve compliance overseas>



Employees engaged in overseas operations receiving compliance instruction for their countries from a specialist lawyer

Working to Develop Personnel Who Do Not Cause Traffic Accidents

As a company engaged in the production of automobiles, we aim to develop personnel who do not cause traffic accidents, and for this purpose we are expanding our company-wide traffic safety activities aimed at improving awareness among all employees.

Employee traffic safety training

We are carrying out activities aimed at improving the level of driving skills among all employees.

Through means such as assessing driving aptitude with driving simulators, and conducting a riders' school for motorcycle users, we are working to improve traffic safety awareness among all employees.

<Company traffic safety training>



Use of a driving simulator to make driving skill levels visible



Participants receiving motorcycle riding instruction from motorcycle police

Educational activities for families and community members

We operate a traffic safety corner at company events and conduct educational activities for attendees.

Our company's original "OOKiNi driving" educational activity is aimed at eliminating traffic accidents, and the company is working together based on these slogans to reduce traffic accidents.

<Educational activities for families and community members>



Participation by traffic safety mascots at events, and other activities aimed at expanding opportunities for traffic safety education



Operating original company educational activities for more practical safe driving education

OOKiNi driving

O: Yielding to pedestrians at crosswalks
("Oudanhodo" in Japanese)

O: Protecting the elderly ("Otoshiyori" in Japanese)

Ki: Yellow ("Kiiri" in Japanese) lights are stop signs.

Ni: Happily ("Nikkori" in Japanese) yielding to other drivers

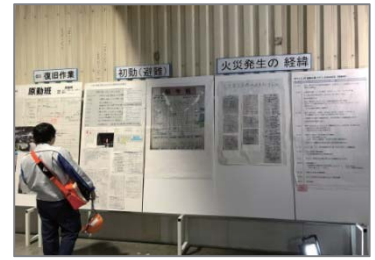
Making Use of Lessons from the Inabe Fire, and Aiming to Create Workplaces with High Levels of Fire and Accident Prevention Awareness

The entire company is working together for recurrence prevention using the lessons learned from the fire that occurred at the Inabe Plant in March so that such an accident never happens again.

Thorough analysis of the fire site was performed to identify the true cause, and measures such as making hot air leaks visible and repairing duct cracks are being carried out across the company. Fire and accident prevention training activities are also continuing so that fire awareness does not fade.



Thorough analysis of the fire site



Learning lessons from the record of first response

General disaster preparedness exercise in preparation for a major earthquake

General disaster preparedness exercises were held at unannounced times simultaneously at the three plants. More realistic exercises were conducted, including smooth evacuation of buildings, checking for member safety, and first aid for injured persons, as well as an exercise for initial response headquarters at the new Disaster Preparedness Center. Initial response headquarters training and an exercise simulating a sudden disaster were also held to improve practical skills. "Disaster Response Handbooks" were distributed to all employees and their families to ensure understanding of the correct actions to take in the event of an earthquake and methods of checking for safety of coworkers and family members.



Fujimatsu

Firefighting training using a company fire truck



First-response firefighting training



Inabe

Employee safety check by block headquarters



Emergency transport at a first-aid station



Yoshiwara

Transport training using stairway evacuation tools



Transporting an injured person with a wheeled stretcher



Initial response headquarters training at the new Disaster Preparedness Center



Training simulating a sudden earthquake to improve practical skills



Distributing Disaster Response Handbooks

Company-wide BCM activities

We are working to expand and strengthen measures by the BCM* Committee in case of large-scale damage caused by a Nankai Trough earthquake.

<Basic policy for BCM activities>

- (1) Humanitarian support
(lives come first, rescue)
- (2) Rapid recovery of disaster-affected areas
- (3) Recovery of our company's operations

<BCM system and main activities>

BCM Committee

Disaster mitigation:
Earthquake-resistant measures for buildings and equipment

Initial response:
Construction of an initial response system, training for safe evacuation and safety confirmations, regional coordination

Recovery:
Strengthening of recovery system for company-wide operations and production, strengthening the supply chain

* : Business Continuity Management

Communication Activities for “Creating a Vibrant Workplace”

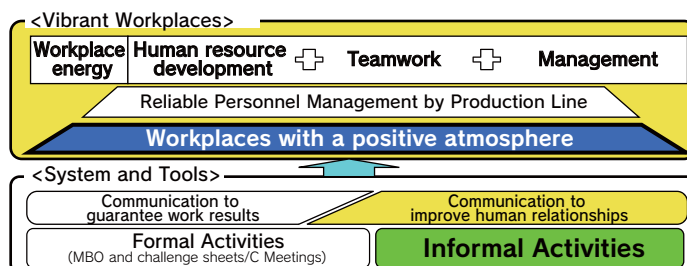
In order to create a vibrant workplace culture that supports the happiness of each individual employee and the development of the company, we are attempting to breed a sense of unity through more active communication in both formal and informal settings.

Aiming for Cheerful, Fun, and High-Spirited Workplace

We are working to expand communication that transcends barriers between workplaces and positions and to create a sense of unity through formal activities such as personal meetings with superiors and small-group activities, and through informal activities such as various events.

To foster a feeling of unity at the CV Company, Toyota Motor and Toyota Auto Body worked for communication by participation in each other's events during fiscal year 2016.

Creating Vibrant Workplaces via Communication Activities



[Company-wide]



The improved Toyota Auto Body Group Futsal Tournament that participants can enjoy even if they have never played before



Big Holiday preliminary tournament to decide the teams which will represent the company

[All Toyota Group]



The All-Toyota Big Holiday featuring a wide range of events including sports matches between the companies

[Toyota CV Company]



Participating for the first time in the Toyota Relay Race Competition as members of the CV Company

[Individual offices and divisions]



Fujimatsu district "Happy Festa"



Development division go-cart race



Yoshiwara Plant sports festival

Creating a Feeling of Employee Unity and Contributing to Society Through Sports Clubs

Through support for the handball and volleyball clubs, which are members of the top leagues in Japan, we are working to boost employee motivation, create a feeling of unity, and also vitalize local sports and raise the next generation.

Handball and volleyball clubs

The sports activities of the "Brave Kings" Toyota Auto Body handball club that is active in the Japan League, and the "Queenseis" volleyball team that competes in the V League, help to boost employee motivation, create a feeling of unity, and actively contribute to society.



Victory at the 6th Prince Takamatsu Memorial Cup all-Japan handball championship



5th place at the 2016/2017 V Premier League final 6



Cheering for the team by the workplace members

Topics

Visiting class by athletes in the disaster-affected Tohoku area



Handball team member Kadoyama



Visiting class in the "Dream Teacher: Sports Mind Project"

Topics

2017 Dakar Rally: 4th Consecutive Victory in the Production Vehicles Class

Said to be the toughest race in the world, the Dakar Rally has proven the Land Cruiser durability, off-road performance, and reliability. In addition, participation by employees as team members and challenging themselves on a global stage helps to develop persons who can create ever-better cars. The knowledge and experience gained from the race are utilized in making the Land Cruiser even better, and help us to deliver smiles and excitement to the lives of customers around the world.



In this race, we use eco-friendly 100% biodiesel fuel that is refined from used cooking oil provided by people living in the areas nearby our company. This year was also our 7th consecutive victory in the class for vehicles using environmentally-friendly alternative energy.



Approximately 500 participants including the TLC company association, employees, heads of nearby districts, local junior high schools, high schools, and others