

Editorial Policy Contents Overview of Toyota Motor Corporation			Corporate Principles/CSR Structure		Society	Environment		Governance		CSR Data	
Initiatives for Improving Traffic Safety	Customer First and Quality First Measures	Creating an Affluent Society	Social Contribution Activities	Respect for Human Rights	Collaboration with Business Partners	Employees	Safety and Health	Human Resources Development	Diversity and Inclusion	Creating Attractive Workplaces	Stakeholder Engagement

Safety and Health

Fundamental Approach Ensuring safety and health of employees is one of Toyota's most important business activities from the past and the future. Upon assuming the position of General Safety and Health Supervisor in 1957, then Senior Managing Officer Eiji Toyoda explained his basic stance on safety and health: "Safe work is the 'gate' to all work. Let us pass through this gate." Toyota has handed these words down as the basic philosophy for safety and health, incorporating the strong desire for employees to never be involved in an occupational accident.

This is why we are using the PDCA* cycle to improve priority policies implemented under the leadership of company-wide safety and health managers as part of our overall health and safety activities.

For health promotion, we discuss the results of our activities done in accordance with our policies with the Toyota Motor Health Insurance Society, labor unions and industrial health personnel (human resources, safety & health) to take health support measures. In September 2017, President Akio Toyoda announced the Declaration of Health Commitment: Aiming at Health First Company. This Declaration states that the physical and mental health of our employees is the "driving force for good performance," and so Toyota actively supports the "challenge to improve your lifestyle" for each employee and works on initiatives for "health promotion & illness prevention activity."

For these issues of safety and health, the Safety & Health Environment Subcommittee chaired by the executive vice president (once a year) and the Discussion Group chaired by the general manager of the Safety & Health Promotion Division hold meetings to work on issue-solving through company-union cooperation.

* PDCA: The circular process of Plan-Do-Check-Action for continuous improvement

Basic Philosophy for Safety and Health

Safe work
 Reliable work
 Skilled work
 Safe work is the "gate" to all work
 Let us pass through this gate

Declaration of Health Commitment —Aiming at Health First Company—

Mental and physical wellness is "driving force for good performance." It is fundamental key point of "happiness of individual employee" as well as of their family.

I hope you will be able to find happiness and motivation in your work at Toyota and that you can enjoy a prosperous life following retirement.

The TMC culture of "Step in the batter's box and challenge!" without fearing failure is applicable for health. I would like to declare that TMC proactively support individual "challenge to improve your lifestyle" and develop "health promotion & illness prevention activity" in cooperation with Toyota Motor Health Insurance Society.

バットボックスに立ち続けるためには、健康の心と体づくりが重要 豊田章男

To keep standing at the batter's box, develop mental wellness and physical preparation.

Akio Toyoda

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Recognized as a 2018 Certified Health & Productivity Management Outstanding Organization

Toyota has been certified as a 2018 Certified Health & Productivity Management Outstanding Organization (Major Corporations), certifying that we carry out outstanding health policies and activities in our health management. This is based on the idea that if a company values the health of their employees, it creates a workplace where employees can stay energetic and motivated, which results in improved performance and growth for the company. This certification is an evaluation as a corporation that carries out strategic initiatives to manage employee health from a management perspective.



Promoting a Three-pillar Approach to Safety

Toyota has promoted the establishment of a culture that promotes interactive development of safety and health in its safety and health function policy and is taking measures to elevate safety. We are implementing initiatives to promote compliance with basic rules with executives and managers taking leadership and all employees participating so that employees are aware of the risks and take preventive action proactively. In FY2018, the rate of lost-workday cases was 0.59 (down 1.7 percent from the previous fiscal year). We will continue taking action to eventually achieve zero accidents and the continuation of zero accidents at all worksites and will intensify efforts regarding the three pillars of safety: human resource development (raising awareness of hazards through education and on-the-job training and conducting programs with the participation of all personnel), risk management (development of safety management systems), and environmental and facility preparation (provision of safe machinery and comfortable workplace environments).

Accident Frequency Rate (Frequency Rate of Lost Workday Cases)

(FY)	2014	2015	2016	2017	2018
(%)					
Frequency rate of lost workday cases (Global)	0.79	0.89	0.75	0.60	0.59
Frequency rate of lost workday cases (Japan)	0.06	0.06	0.03	0.07	0.07
All industries (Japan)	1.58	1.66	1.61	1.63	1.66
Manufacturing industry (Japan)	0.94	1.06	1.06	1.15	1.02
Automobile manufacturing industry (Japan)	0.18	0.23	0.20	0.18	0.15

Data source: All industries, manufacturing industry, and automobile manufacturing industry (2017 Survey on Industrial Accidents by the Ministry of Health, Labour and Welfare)

Global Safety Measures

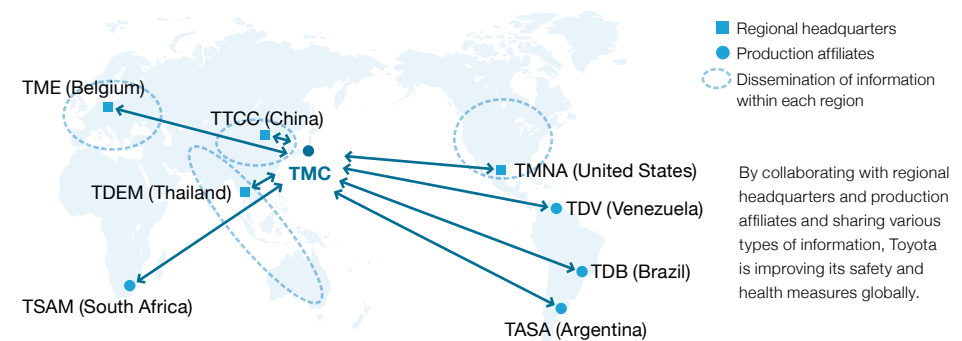
Toyota regional headquarters are mainly promoting safety and health measures in each region. We are currently working with each region to develop an occupational safety and health management system (OSHMS¹) globally. Along with unique regional requirements, we have established requirements that are shared throughout global Toyota based on ISO 45001². Using OSHMS, weaknesses are identified by *genchi genbutsu* (onsite hands-on experience) to improve safety management.

Toyota also holds an annual global safety meeting, attended by managers responsible for safety and health. By studying measures for common issues and sharing information on unique activities and best practices, the conference participants are able to raise the level of safety and health activities in each region.

¹ OSHMS: Occupational Safety and Health Management System

² ISO 45001: The international standard related to occupational health and safety management systems established by the ISO (International Organization for Standardization)

Structure for Sharing Global Information and Collaboration



Global Safety Meeting (held in Thailand in 2017)



Genchi Genbutsu at Overseas Affiliates

Toyota's Head Office has worked together with the headquarters of each region and does *genchi genbutsu* (onsite hands-on experience) to confirm the safety status of overseas affiliates based on OSHMS. Toyota promotes improvements in safety by using this system and method to clearly identify any issues. For example, we confirm if measures are implemented to avoid same accidents that have occurred at the sites of other affiliates, and if a system has been created to make the effort active and continuous. Furthermore, successful examples of effective measures and activities are introduced and used at the sites of other affiliates.



China: Check on construction sites



Europe: Check on equipment improvement activities

Creating a Safe Work Environment for On-premise Business Partners (Construction, Contracting, Outsourcing, Delivery, etc.) (Japan)

At Toyota, improvements to the work environment are made by providing opportunities to communicate and tackle each issue to ensure safety for business partners on the premises.

For example, when performing routine cleaning and inspection of equipment, improvements are made, such as adding lights for dark work spaces or placing gripping on slippery footholds.

We will continue to carry out improvements globally to solve problems confronted by actual workers.

Building Up Good Health (Japan)

Toyota adopted the development of healthy people and healthy worksites as a company-wide policy and in FY2018 promoted the Healthy Lifestyles Challenge 8 program. This program encourages employees to make improvements in their health-related practices in eight areas to maintain and enhance their mental and physical health: (1) appropriate weight (BMI), (2) breakfast, (3) drinking, (4) snacking, (5) exercise, (6) smoking, (7) sleep, and (8) stress. The aim is to develop mentally and physically healthy people, encouraging each employee to try one or more issue to raise awareness and adopt healthier practices.

Specific measures include providing individual reports indicating the status of implementing the eight health-related practices within the results of medical exams. Healthy Lifestyles Challenge 8 Implementation Sheets indicate targets and weekly status to encourage awareness of and action for health development by each individual.

In addition, feedback on organization analysis results is provided to each division to clearly show where the low levels of implementation are. Other worksite support such as exercise instruction and health lectures is provided to promote the development of health-related custom and culture at each workplace. In addition, company cafeterias are offering low-calorie, nutritionally-balanced meals to support improvement in eating habits. Workplace environment is also improved to prevent second-hand smoke. We are deploying the Toyota Health Handbook, medical exam data and health promotion records as tools to support employee self-management and improvement.

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Mental Health Care Activities (Japan)

To actively promote good mental health, TMC conducts Self-care Training and Line Care Training with the aim of preventing mental health problems from either occurring or recurring.

Self-care Training targets new and young employees and helps raise awareness on how to identify warning signs and deal with stress. Line Care Training includes psychological training for managers, training for newly-appointed general managers to go through case studies. Listener Training is for supervisors who directly supervise subordinates. Trainees receive advice on how to communicate at workplaces and collaborate with industrial health personnel.

We established internal guidelines on health consultations for industrial health care staff and have been working to standardize and systematize the details of consultations and responses.

In addition, Workplace Return Support Guidelines are enacted companywide, with revisions made to the support systems for leave and return to work. By doing this, employees, their doctors, in-house physicians, persons in charge of health and safety, persons in charge of HR and colleagues have better communication routes to work together. We provide support to facilitate the smooth return to work by employees and after their return.

Health Management of Overseas Personnel

Healthcare institutions available vary depending on the region, so we provide health management support accordingly.

In FY2018, we continued to provide health check-ups for personnel assigned overseas with in-house physicians and providing advice via email to follow up on their health.

The local health environments are confirmed through regular exchanges of information with local contact personnel and visits by in-house physicians and others. Health information is provided to locally-stationed employees via the Internet.