

CSR Data

CSR activity results for the past three years are listed in the table below.

Data List (Fiscal Year-end)

Issues	Items	Unit	FY2016	FY2017	FY2018	
Safety	No. of models with NCAP five-star safety rating	Japan (collision)	1	4	2	
		Japan (prevention): ASV+ FY2015, FY2016	13	5	2	
		ASV++ FY2017				
		U.S.	12	13	13	
		Europe	3	3	2	
		China	3	—	—	
	U.S. IIHS Top Safety Pick models	TSP	5	0	3	
		TSP+	10	13	9	
	No. of vehicles with units capable of providing and gathering traffic information (Japan)	No. of shipped vehicles with VICS (cumulative)	Thousand vehicles	13,130	14,180	15,210
		No. of vehicles registered for G-BOOK, T-Connect, G-Link (cumulative)		4,700	5,300	5,900
Quality	J.D. Power (US) Initial Quality Study (IQS) ranking No. 1	Models	3	7	2	
	Good Design Award (Japan)	—	MIRAI (Gold Prize), Alphard/Vellfire, Hiace/Regius Ace (Long Life Design Award)	Prius/Prius PHV, Sienta (including the Welcab series)	C-HR, JPN TAXI, Roomy/Tank	
	No. of calls to customer call centers (Japan) ²	Thousand calls	304	299	293	
Welcab	No. of Welcabs sold (Japan)	Vehicles	15,869	17,050	15,718	
	Market share of Welcab (Japan) ³	%	68.0	70.0	68.2	
	No. of Welcab models (Japan)	Models	25	26	23	
Social Issues	Social Contribution Activities	Total expenses for social contribution activities ⁴	Billion yen	25.3	29.2	24.3
		No. of Toyota Community Concert participants (Japan)		41,800	38,600	33,414
		No. of Why/What Lecture participants (Japan)	No. of visitors	1,339	1,031	906
		No. of visitors to the Forest of Toyota (Japan)		11,790	11,137	10,175
		No. of traffic safety educational materials distributed (picture books)	Million books	2.54	2.56	2.62
	Toyota Environmental Activities Grant Programs	No. of programs (cumulative)	304	332	360	
Employees	No. of foreign executives (TMC)	Persons	8	7	7	
	Local employees comprising management at overseas affiliates	%	62.6	65.8	67.8	
	Non-Japanese CEOs/COOs in major overseas subsidiaries	%	53	56.3	67.8	
	No. of female managers (TMC)	Assistant manager	Persons	496	580	636
		Managerial positions		135	155	186
	Employment ratio of people with disabilities (including TMC and one special-purpose subsidiary) ⁵	%	2.14	2.17	2.25	
	Employment of people with disabilities (including TMC and one special-purpose subsidiary) ⁵	Persons	1,203	1,238	1,282	
	No. of employees using the childcare and nursing care leave program (TMC)		Persons	620	646	636
		Male		43	44	54
		Female		577	602	582
	Average period of childcare leave		Months	—	—	15.4
		Male		—	—	2.5
		Female		—	—	16.6
	Return rate after taking childcare leave		%	—	—	97.6
Male			—	—	100	
Female			—	—	97.4	

- 1 No Toyota cars were in the scope for assessment in 2016 and 2017
- 2 Results for January to December
- 3 Excluding minivehicles and heavy buses
- 4 Toyota and consolidated subsidiaries in Japan and overseas (consolidated base differs by item)
- 5 No. of people with disabilities employed and their employment ratio are current as of June 2018

Issues	Items	Unit	FY2016	FY2017	FY2018	
Social Issues	Employees	Rate of male employees taking leave after birth of their child ⁶	%	—	93.8	93.8
		Average number of days leave taken by male employees after birth of their child	Days	—	—	4.9
		No. of employees using the flexible working hours system (TMC) ⁷	Persons	1,363	1,857	2,602
		Male		41	342	935
		Female		1,322	1,515	1,667
		Frequency rate of lost workday cases (TMC)	—	0.03	0.07	0.07
		Full-time employees (TMC)	Persons	72,779	75,218	74,373
		Male		64,583	66,399	65,670
		Female		8,196	8,819	8,703
		Average age (TMC)	Years old	38.7	39.1	38.8
		Male		39.3	39.7	39.4
		Female		34.0	34.7	34.7
		Average period of employment (TMC)	Years	17.3	17.7	17.4
		Male		17.9	18.3	17.9
		Female		12.6	13.3	13.2
		Percentage of annual paid leave taken ^{8,9}	%	—	102.3	92.8
		Average monthly overtime per employee ⁸	Hours/month	—	21.3	21.3
		Newly-hired employees (TMC)	Persons	2,185	2,513	2,237
		Male		1,970	2,166	1,825
		Female		215	347	412
		Administrative		103	213	162
		Male		61	83	82
		Female		42	130	80
		Engineering		514	647	626
		Male		466	562	545
		Female		48	85	81
		Shop floor		1,568	1,653	1,449
		Male		1,443	1,521	1,198
		Female		125	132	251
		Re-employed retirees (TMC)		903	779	745
Employees who feel their own growth (TMC) Administrative and engineering		78.4	77.6			
Employees who feel their own growth (overseas) Administrative and engineering		—	70.0			
Employees who are satisfied with company life (TMC) Administrative and engineering		—	78.0			
Employees who are satisfied with company life (TMC) Shop floor	%	71.9	—	— ¹⁰		
Employees who are satisfied with company life (overseas) Administrative and engineering		—	74.0			
Employees who are satisfied with company life (overseas) Shop floor		—	72.0			
Environmental Issues	New Vehicle Zero CO ₂ Emissions Challenge	Annual HEV Sales (Global) ²	Million units	1.204	1.401	1.518
		Cumulative HEV Sales (Global) ²		8.543	9.943	11.461
		CO ₂ emissions reduction benefit of Toyota Hybrid Vehicles (Global)	Million tons	66 (as of Mar. 31, 2016)	77 (January 2017)	94 (April 2018)
		Global average CO ₂ emissions from new vehicles reduction rate versus 2011 (Japan, U.S., Europe, China)	%	8.8	11.9	13.7
	Life Cycle Zero CO ₂ Emissions Challenge	CO ₂ emissions per ton-kilometer (transportation volume) from TMC logistics operations (Japan)	Million tons	0.275	0.282	0.286
		Global CO ₂ emissions (from energy consumption at stationary emission sources) ⁴	Million tons	7.57	7.81	7.79
	Plant Zero CO ₂ Emissions Challenge	CO ₂ emissions per unit produced ⁴	Tons/unit	0.744	0.741	0.740
		Global water usage ⁴	Million m ³	29.3	32.8	32.9
Challenge of Minimizing and Optimizing Water Usage	Water usage per unit produced ⁹	m ³ /unit	2.9	3.1	3.1	

- 6 Percentage of male employees who took more than a half-day or full day of leave within two months of the birth of their child (including annual paid leave and childcare leave)
- 7 Including use of programs other than those for childcare or nursing leave
- 8 Union member average
- 9 As a fraction of the number of days given each year.
Including days of annual paid leave carried over from previous years (annual paid leave can be carried over for up to two years).
- 10 Survey not conducted in FY2018

Issues	Items	Unit	FY2016	FY2017	FY2018		
Environmental Issues	Challenge of Establishing a Recycling-based Society and Systems	Total waste volume (TMC)	Thousand tons	35.2	33.8	32.7	
		Waste volume per unit produced (TMC)	kg/unit	12.5	11.6	11.3	
		Recovery rate (TMC)	ASR	%	97	98	98
			Airbag	%	93	94	94
	Environmental Management	Vehicle recovery rate (TMC)	%	99	99	99	
		VOC emissions volume in vehicle body painting processes (average for all lines) (TMC)	g/m ²	15.8	14.6	14.4	
Governance	Governance (TMC)	No. of violations of environmental laws and regulations (TMC)	Number	0	1	1	
		Outside Directors	Persons	3	3	3	
		No. of consultations made to the Compliance Hotline	Consultations	115	155	162	
Common Issues	Dealers / Distributors and Suppliers	No. of parts suppliers (Global)	Companies	No. of parts suppliers (overseas)	3,435	3,511	3,759
				No. of non-Japanese parts suppliers	3,006	3,075	3,322
				No. of dealers (overseas)	1,570	1,615	1,795
		No. of countries / regions sold	Sites	10,058	10,152	10,138	
			—	176	176	177	
Basic data	Overall	Vehicle sales (consolidated) ^{*11}	Thousand vehicles	8,681	8,970	8,964	
		Those sold in Japan		2,059	2,274	2,255	
		Research and development expenses	Billion yen	1,055.6	1,037.5	1,064.2	
	Financial Information (Consolidated)	Net revenues	Japan	Billion yen	28,403.1	27,597.1	29,379.5
			North America	Billion yen	14,759.4	14,830.8	16,024.8
			Europe	Billion yen	11,051.9	10,239.0	10,574.4
			Asia	Billion yen	2,661.3	2,681.0	3,185.2
			Other	Billion yen	5,003.8	4,819.8	5,148.1
			Other	Billion yen	2,210.2	2,161.0	2,453.2
		Operating income (Operating income ratio: %)	Japan	Billion yen (%)	2,853.9 (10.0)	1,994.3 (7.2)	2,399.8 (8.2)
			North America	Billion yen (%)	1,677.5	1,202.2	1,659.9
			Europe	Billion yen (%)	528.8	311.1	138.8
			Asia	Billion yen (%)	72.4	12.2	75.0
			Other	Billion yen (%)	449.1	435.1	433.1
		Net income	Billion yen	108.9	58.6	112.6	
		Shareholders' equity	Billion yen	2,312.6	1,831.1	2,493.9	
	Total assets	Billion yen	16,746.9	17,514.8	18,735.9		
	Net assets	Billion yen	47,427.5	48,750.1	50,308.2		
	ROE	%	18,088.1	18,668.9	19,922.0		
	Dividend per share	Yen	13.8	10.6	13.7		
	Capital expenditures	Billion yen	210	210	220		
	Vehicle production	Thousand vehicles	1,292.5	1,211.8	1,302.7		
Global Expansion	No. of plants and manufacturing companies	Japan	Sites	8,576	8,975	8,964	
		North America	Sites	16	16	17	
		Europe	Sites	11	11	10	
		Asia	Sites	9	9	8	
		Other	Sites	24	24	24	
	No. of distributors	North America	Sites	9	9	8	
		Europe	Sites	24	24	24	
		Asia	Sites	9	9	8	
		Other	Sites	5	5	5	
		Other	Sites	29	29	29	

*11 Including Daihatsu and Hino

ISO 26000 Comparison

Initiatives described in the report are defined as below according to ISO 26000's seven core subjects and issues.

Core Subjects in ISO 26000	Issues		Page
Organizational Governance	1 Organizational Governance	Corporate Principles	p. 5, 7
		Sustainability Policy	pp. 8–11
		Corporate Governance	pp. 136–138
		Risk management	pp. 139–142
		Compliance	p. 143, 144
Human Rights	2 Due diligence 3 Human rights risk situations 4 Avoidance of complicity 5 Resolving grievances 6 Discrimination and vulnerable groups 7 Civil and political rights 8 Economic, social and cultural rights 9 Fundamental principles and rights at work	Respect for Human Rights	pp. 44–47
		Collaboration with Business Partners	pp. 48–54
		Employees	pp. 55–72
		Compliance	p. 143, 144
Labor Practices	10 Employment and employment relationships 11 Conditions of work and social protection 12 Social dialogue 13 Health and safety at work 14 Human development and training in the workplace	Employees	pp. 55–72
Environment	15 Prevention of pollution 16 Sustainable resource use 17 Climate change mitigation and adaptation 18 Protection of the environment, biodiversity and restoration of natural habitats	New Vehicle Zero CO ₂ Emissions Challenge	pp. 89–92
		Life Cycle Zero CO ₂ Emissions Challenge	pp. 93–96
		Plant Zero CO ₂ Emissions Challenge	pp. 97–102
		Challenge of Minimizing and Optimizing Water Usage	pp. 103–106
		Challenge of Establishing a Recycling-based Society and Systems	pp. 107–112
		Challenge of Establishing a Future Society in Harmony with Nature	pp. 113–120

Core Subjects in ISO 26000	Issues		Page
Fair Operating Practices	19 Anti-corruption 20 Responsible political involvement 21 Fair competition 22 Promoting social responsibility in the value chain 23 Respect for property rights	Collaboration with Business Partners	pp. 48–54
		Compliance	p. 143, 144
Consumer Issues	24 Fair marketing, factual and unbiased information and fair contractual practices 25 Protecting consumers' health and safety 26 Sustainable consumption 27 Consumer service, support, and complaint and dispute resolution 28 Consumer data protection and privacy 29 Access to essential services 30 Education and awareness	Initiatives for Improving Traffic Safety	pp. 13–19
		Customer First and Quality First Measures	pp. 20–26
		Social Contribution Activities	pp. 38–43
		Collaboration with Business Partners	pp. 48–54
		New Vehicle Zero CO ₂ Emissions Challenge	pp. 89–92
		Life Cycle Zero CO ₂ Emissions Challenge	pp. 93–96
		Plant Zero CO ₂ Emissions Challenge	pp. 97–102
		Challenge of Establishing a Recycling-based Society and Systems	pp. 107–112
		Risk management	p. 140, 141
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Community Involvement and Development	31 Community involvement 32 Education and culture 33 Employment creation and skills development 34 Technology development and access 35 Wealth and income creation 36 Health 37 Social investment	Initiatives for Improving Traffic Safety	pp. 13–19
		Creating an Affluent Society	pp. 27–37
		Social Contribution Activities	pp. 38–43

CSR Policy Comparison with ISO 26000 Issues

CSR Policy: Contribution towards Sustainable Development		ISO 26000 Ref. No.
Preamble	We, Toyota Motor Corporation and our subsidiaries, take initiative to contribute to harmonious and sustainable development of society and the earth through all business activities that we carry out in each country and region, based on our Guiding Principles. We comply with local, national and international laws and regulations as well as the spirit thereof and we conduct our business operations with honesty and integrity. In order to contribute to sustainable development, we believe that management interacting with its stakeholders as described below is of considerable importance, and we will endeavor to build and maintain sound relationships with our stakeholders through open and fair communication. We expect our business partners to support this initiative and act in accordance with it.	1
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		23 24
Customers	<ul style="list-style-type: none"> Based on our philosophy of "Customer First," we develop and provide innovative, safe and outstanding high quality products and services that meet a wide variety of customers' demands to enrich the lives of people around the world. (Guiding Principles 3 and 4) 	25, 27 29, 30
	<ul style="list-style-type: none"> We will endeavor to protect the personal information of customers and everyone else we are engaged in business with, in accordance with the letter and spirit of each country's privacy laws. (Guiding Principles 1) 	24, 28
Employees	<ul style="list-style-type: none"> We respect our employees and believe that the success of our business is led by each individual's creativity and good teamwork. We stimulate personal growth for our employees. (Guiding Principles 5) 	14
	<ul style="list-style-type: none"> We support equal employment opportunities, diversity and inclusion for our employees and do not discriminate against them. (Guiding Principles 5) 	5, 6, 10
	<ul style="list-style-type: none"> We strive to provide fair working conditions and to maintain a safe and healthy working environment for all our employees. (Guiding Principles 5) 	11, 13
	<ul style="list-style-type: none"> We respect and honor the human rights of people involved in our business and, in particular, do not use or tolerate any form of forced or child labor. (Guiding Principles 5) 	3, 4, 9
	<ul style="list-style-type: none"> Through communication and dialogue with our employees, we build and share the value "Mutual Trust and Mutual Responsibility" and work together for the success of our employees and the company. We recognize our employees' right to freely associate, or not to associate, complying with the laws of the countries in which we operate. (Guiding Principles 5) 	5, 7 8, 12
	<ul style="list-style-type: none"> Management of each company takes leadership in fostering a corporate culture, and implementing policies, that promote ethical behavior. (Guiding Principles 1 and 5) 	19, 20

CSR Policy: Contribution towards Sustainable Development		ISO 26000 Ref. No.
Business Partners	<ul style="list-style-type: none"> We respect our business partners such as suppliers and dealers and work with them through long-term relationships to realize mutual growth based on mutual trust. (Guiding Principles 7) 	21
	<ul style="list-style-type: none"> Whenever we seek a new business partner, we are open to any and all candidates, regardless of nationality or size, and evaluate them based on their overall strengths. (Guiding Principles 7) 	37
	<ul style="list-style-type: none"> We maintain fair and free competition in accordance with the letter and spirit of each country's competition laws. (Guiding Principles 1 and 7) 	21
Shareholders	<ul style="list-style-type: none"> We strive to enhance corporate value while achieving a stable and long-term growth for the benefit of our shareholders. (Guiding Principles 6) 	—
	<ul style="list-style-type: none"> We provide our shareholders and investors with timely and fair disclosure on our operating results and financial condition. (Guiding Principles 1 and 6) 	1
Global Society/ Local Communities	Environment <ul style="list-style-type: none"> We aim for growth that is in harmony with the environment by seeking to minimize the environmental impact of our business operations, such as by working to reduce the effect of our vehicles and operations on climate change and biodiversity. We strive to develop, establish and promote technologies enabling the environment and economy to coexist harmoniously, and to build close and cooperative relationships with a wide spectrum of individuals and organizations involved in environmental preservation. (Guiding Principles 3) 	15, 16 17, 18
	Community <ul style="list-style-type: none"> We implement our philosophy of "respect for people" by honoring the culture, customs, history and laws of each country. (Guiding Principles 2) 	2, 7, 8
	<ul style="list-style-type: none"> We constantly search for safer, cleaner and superior technologies that satisfy the evolving needs of society for sustainable mobility. (Guiding Principles 3 and 4) 	26, 34
	<ul style="list-style-type: none"> We do not tolerate bribery of or by any business partner, government agency or public authority and maintain honest and fair relationships with government agencies and public authorities. (Guiding Principles 1) 	19, 20
	Social Contribution <ul style="list-style-type: none"> Wherever we do business, we actively promote and engage, both individually and with partners, in social contribution activities that help strengthen communities and contribute to the enrichment of society. (Guiding Principles 2) 	31, 32 33, 35 36, 37