

# Developing and supporting our people



At Toyota we believe in building skills and careers. Our people are the key enablers of success in achieving our vision of creating innovative mobility solutions for all Australians. We invest in our people throughout their career, diversifying skills and collaborating across all areas of the business to drive innovation. We maintain a constant focus on the engagement and safety of all our people, and aim to create a workplace that enables our people to pursue their passions, explore possibilities, and broaden their horizons.

### Employee engagement and wellbeing

We aim to foster an engaged, enabled and diverse workforce, as expressed in our Hoshin objective of 'People first'. We see Toyota as a family that supports our people to always do better, develop, evolve and collaborate to be their best. We support our people to be themselves at work, and believe that actively embracing the many views and experiences of our people will contribute to an innovation mindset.

#### Workforce overview

	Full time	Part time
<b>Employees</b>	1,412	32
<b>Contractors</b>	101	3
<b>Total</b>	<b>1,548</b>	

We aim to engage our employees with our vision and purpose as an organisation, and align our policies, training, and initiatives with that aim. We are proud this year to have achieved an engagement score exceeding a benchmark of global high-performing companies.

#### 2018 Engagement & Enablement Survey

79

Engagement score

67

Enablement score

Our health and wellbeing program includes subsidised health insurance, health checks and fun events to keep our employees happy and healthy at work. Initiatives this year included on-site bootcamp, yoga and meditation, as well as workshops for RUOK day. Our Employee Assistance Program provides free access to professional counselling support for a limited number of consultations, to discuss personal, financial or work-related issues. Services are voluntary, independent and confidential.

We believe our role as an employer extends beyond our business to broader society, as we aim to provide meaningful and valuable work for our employees, provide training throughout their career with us, and foster an environment that recognises talent and potential.

### Diversity and inclusion

Toyota is a place where difference is celebrated. We are proud to have employees from diverse backgrounds that reflect our broader community. We encourage our people to be themselves, and to bring their unique contribution to a group whose strength lies in its diversity. By working together and sharing ideas we find new ways to progress.

Our diversity and inclusion strategy comprises inclusive leadership training for managers, specific strategies for gender balance (outlined below), a disability awareness program and an annual Toyota Women's Conference.

## Gender balance

The automotive industry has traditionally been male-dominated, and our present employee mix – at 29% female – reflects that. As a leading player in the industry, we recognise that we have a role to play in changing the status quo, and we are working hard to achieve a balanced and fair working environment for all, in line with our value of respect for people.

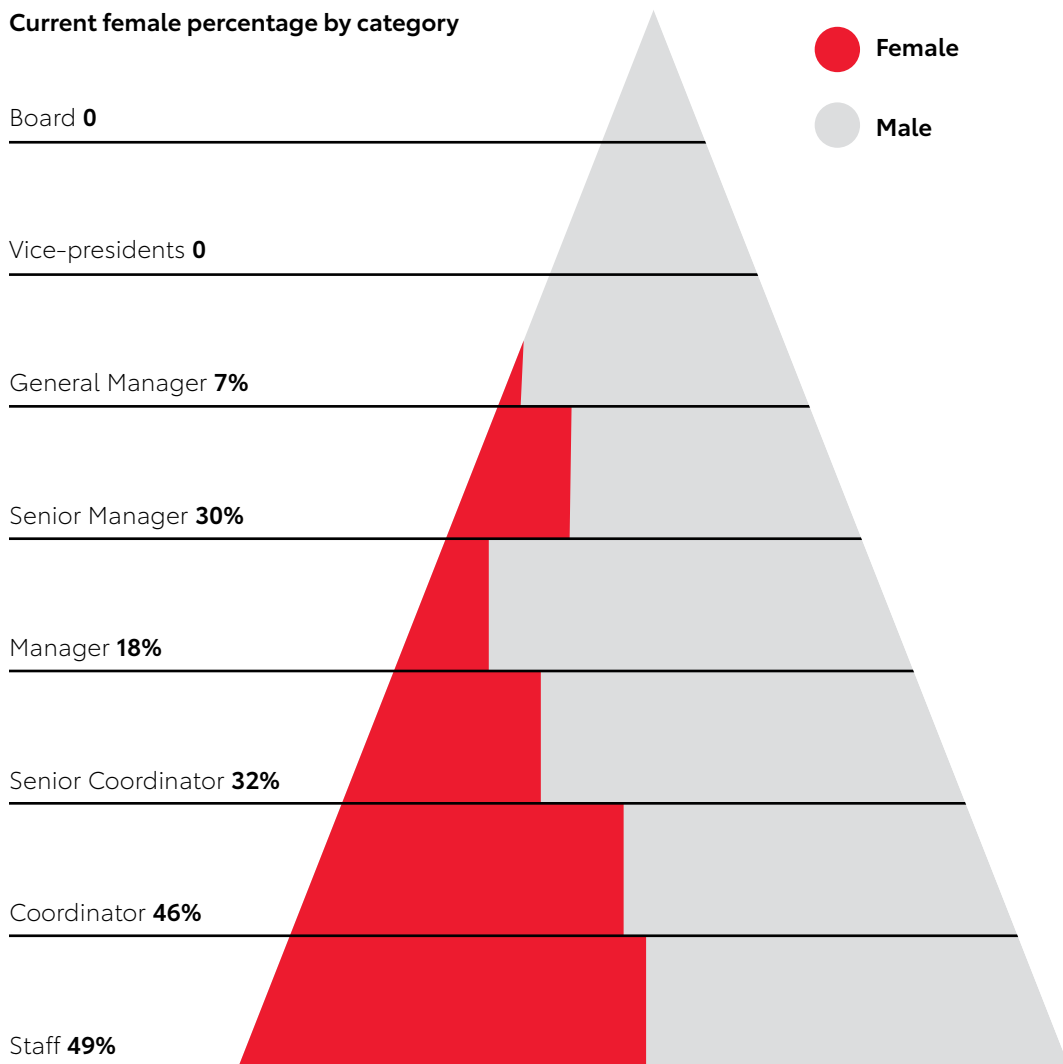
During the reporting period, we approved and implemented a gender balance target across our organisation to improve female representation. We have implemented new strategies around recruitment and retention, performance management and

promotion. We have introduced gender neutral parental leave policies, and have expanded our provisions for flexible working (see below). We also reviewed the support and assistance we provide to employees who may be experiencing family or domestic violence, and implemented a specific leave procedure across the business.

Detailed information on our policies, strategies and metrics in relation to gender balance can be found in our report to the Workplace Gender Equality Agency.

We will continue to review and improve our policies and practices to make Toyota Australia a more diverse and inclusive place to work.

### Current female percentage by category





The first Toyota Australia Women's Conference was held In April 2018. The conference brought together male and female leaders from TMCA and several Toyota affiliates, and with dealer representatives.

The event celebrated the successes of our senior female leaders, helped create networks between our employees, dealers and industry experts, and acted to inject diversity of thought into the decision-making dialogue that will drive our future business direction.

A second conference was held on 3 May 2019, drawing on the Toyota theme 'Start Your Impossible'.

## Flexibility

We acknowledge the benefits to our employees and our business outcomes since implementing a more flexible working environment. We have been bringing together our people, property and technology through 'Workstyle', which is a long-term commitment from Toyota to allow our people to work where and when it suits them. Working flexibly means changing the focus from hours spent at a desk to productivity and outcomes.

We released our new flexible working policy in June 2018, which outlines formal and informal arrangements available to our employees, including flexible hours, compressed working week, time-

in-lieu, working from home, part-time, and job sharing. We want all employees to feel empowered to utilise flexible work arrangements in a manner that accommodates the needs of our employees, guests, and the company.

On 6 June 2018 we acknowledged Flexible Working Day, an international day to showcase the benefits of flexible work for both people and organisations.

We continue to support the journey of new parents at TMCA. Gender neutral parental leave policies are available to all employees and provide paid leave for both primary and secondary care takers.

## Work conduct

Toyota takes all allegations of misconduct by employees seriously. During the reporting period two incidents of discrimination were reported to TMCA management. These reports were investigated, found to be unsubstantiated, and no further action was taken.

In June 2018, the Fair Work Commission heard a case relating to a dismissal from TMCA that occurred in 2016. Fourteen allegations of inappropriate behaviour in the workplace were reported to TMCA management in January 2016; an independent investigation found 12 to be substantiated, and the employee was subsequently terminated. The Fair Work Commission ruled in favour of TMCA, stating that the employee was fairly dismissed for their conduct.

We are confident in our workplace policies and we believe that any similar issues in our workplace will be dealt with appropriately, effectively and in a timely manner.

## Strategic workforce planning

Toyota Australia aims to retain its place as the #1 brand into the future by delivering inclusive mobility technologies for all Australians. This will demand skills and capabilities for innovation across our organisation.

Toyota has a strong tradition of retaining the expertise, knowledge and loyalty of existing employees. Our new identity as a sales, marketing and distribution business has required a transition of skills in some of our employees, and we will continue to invest in our employees' knowledge and capabilities as our business continues to evolve. We build careers through a formal promotion and rotation program that provides exposure to a range of challenges and opportunities, and develop valuable cross-functional expertise.

At the same time we are bringing in new perspectives and skills to help spur growth and innovation. We recognised a need to modernise our HR policies to support this, and have been investing in an agile, technology-enabled work culture. Technological innovation and digitalisation of data is a key trend across our business, and we will enable our people to harness and grow this capability through innovation, education, and building STEM skills.

Achieving our vision will require unprecedented collaboration, cooperation, and communication across the business. One approach to this has been the development of 'innovation hubs' that bring together diverse groups to work on particular issues.

We believe in regular performance and career development reviews to support our employees on their career journey. During the reporting period all of our employees participated in performance development assessments.

## Labour relations

We acknowledge the importance of collective bargaining to the fair management of relationships between businesses and employees. Toyota Australia's 2015 Workplace Agreement (WPA) covers 30% of our employees, and outlines the consultation process for significant operational change, including a maximum 10-week consultation period. We are collaborating with our industrial relations partners and employees to establish three new WPAs for the following groups:

- team members and supervisors at Toyota Parts Centres
- engineering and technical employees
- company fleet motor mechanics.

## Health and safety

The health and safety of our employees remains a top priority for Toyota, in Australia and globally. This is supported by our guiding principle 'respect for people', our President's goal of 'Zero Harm' and our Hoshin theme to 'prioritise the health and well-being of our people to create Toyota advocates for life'. We believe that ensuring the physical and mental wellbeing of our employees is the foundation of an engaged workforce.

Our managers undertake online health and safety management training bi-annually to support their understanding of their roles and responsibilities, together with regular face-to-face training sessions focusing on their legal obligations. Completion of the training supports our compliance with National Audit Tool (NAT) requirements.

We have active health and safety committees covering all our TMCA sites, totalling 86 employees who formally represent all our employees. These committees include a combination of employees and front-line managers and supervisors, and in some instances also include health and safety representatives. Committees must meet quarterly at a minimum, however most endeavour to meet monthly. In addition to these health and safety committees, we have a range of internal forums that inform senior management on current health and safety matters including a monthly report, and key issues escalated to the risk and compliance committee.

We expect all incidents, including those not resulting in injury to employees or contractors, to be reported through our Accident Investigation Report form. All completed forms are centralised on our National Injury Register, which is used to report injury statistics to the Executive Committee and throughout the company. During the reporting period we had 19 lost-time injuries, and no fatalities or serious injuries to employees or contractors.

Our work sites comply with the National Audit Tool (NAT), one of Australia's most comprehensive set of safety requirements. An external assessor audits us against the NAT every 12 months; we are also audited by Victoria's WorkCover Authority every three years. While we have a mature Occupational Health and Safety Management System, TMCA has a commitment to continuous improvement. In particular, we are working to improve our monitoring program for the management, handling and storage of chemicals and hazardous substances, and technological improvements designed to enhance our safety management system.