

EMBARGOED TO 5TH DECEMBER

DE&I @ TOYOTA MOTOR EUROPE



OUR VISION

WE ARE COMMITTED TO CREATING THE MOST DIVERSE, EQUITABLE AND INCLUSIVE ORGANISATION

Our vision is to be the **most inclusive and diverse** workplace globally, where, all members feel **safe, respected, engaged, valued** and able to **unleash their full potential &** we cultivate, **embrace and leverage diversity**, to deliver the highest standards of service to our **customers, society and sustainably compete** in the marketplace

OUR 3 PILLARS STRATEGY (each with their own goals and strategic mission)

01 LEADERSHIP

- We strive to stay in sync with society, best practice and drive our DE&I strategy forward, through our recent DE&I advisory board, with internal and external experts.
- DE&I is embedded in all 3-year Business Plans across the organisation (PAN-EU)
- Inclusive Leadership Behaviour 360 assessment & individual coaching rolled out to all PAN EU leaders
- Executive DE&I scorecard in place to help us make informed decisions and measure our progress towards attracting, advancing and retaining diverse talent. The scorecard measures KPIs around age and gender including:
 - o diversity of new hires
 - o retention
 - o promotions
 - o engagement of our talent

02 DIVERSE TALENT, FOCUSSED ON 5 CORE AREAS, GENDER, AGE, LGBTQI+, RACE & ETHNICITY AND DISABILITY

- Our aim is to reflect the diversity we see in society within of our organization
- Through a self-identification and inclusion employee survey we conducted this year, we were able to grasp the demographic make-up of our organisation and our level of inclusion.
- We are now developing a roadmap for each of our 5 focus areas, with targets and action plans towards 2025 with aim of building the most inclusive workplace for all.
- We have a number of successful initiatives already in progress e.g.:
 - o Mentorship which is available to all our talent
 - o Sponsorship programmes & potential assessments for female talent
 - o Suite of development training for women across Europe
- We harness the voice of our employees through our 5 ERGs (Employee Resource Groups)
 - o Provide a safe space for under-represented groups and allies
 - o Raise awareness and engagement through events and activities
 - o Key stakeholders in the building of our 2025 roadmaps
 - o Disability ERG includes physical, mental and neural divergency

03 INCLUSIVE CULTURE

- Our mission is to build a workplace that is best in class for inclusion & engage the whole of Toyota in Europe, our suppliers and beyond in our quest

- Hosted European Diversity Conference: first in global Toyota held October 2021 and 2nd in October 2022
- In parallel, ongoing study and tangible activity to build inclusion through accessible and inclusive facilities, policies and processes
- Several employee trainings around DE&I (e.g., Unconscious Bias)
- Celebration of various events (UN DE&I calendar), e.g.:
 - International Women's Day with a week of activities
 - International Day Against Homophobia, Transphobia and Biphobia (IDAHOT)
 - World Culture Day
 - International Day of Persons with disability
 - Pride month, and various other events.
- IDAHOT flag + Rainbow crossings in all our Belgian sites as well as other European locations
- Integrating ergonomics into new line design and processes which supports both gender diversity and aging.
- Breaking stereotypes on girls and STEM
 - o <https://newsroom.toyota.eu/breaking-stereotypes-on-girls-and-stem/>
- Supporting start-ups with breakthrough inclusive innovation
 - o <https://newsroom.toyota.eu/toyota-startup-accelerator-winners-impress-with-their-sustainable-and-inclusive-innovations/>

SOME STATISTICS

Gender

- 33% of total workforce PAN-EU is female (white collar)
- 18% females in management, 11% females in executive roles
 - o Compared to average 19.7% women on boards globally in 2021 (Deloitte study 2nd Feb 2022)
- 41% new hires PAN-EU were female (white collar)
- No statistical difference in retention or engagement of men Vs female

TME WEBSITE

<https://www.toyota-europe.com/about-us/diversity-equity-and-inclusion>

<https://www.toyota-europe.com/news/2022/toyota-innovation-camp>

<https://www.toyota-europe.com/news/2022/kyle-jimenez-diversity-award>

<https://www.toyota-europe.com/news/2022/toyota-shares-best-practices-at-european-women>

<https://www.toyota-europe.com/news/2022/toyota-opens-1200-school-childrens-eyes-to-stem-fun>

<https://www.toyota-europe.com/news/2022/teenagers-take-stem-career-deep-dive>

<https://www.toyota-europe.com/news/2022/tme-earns-a-spot-in-the-top-25-of-2022-linkedin>

<https://www.toyota-europe.com/news/2022/tmmp-awarded-for-gender-diversity>

<https://www.toyota-europe.com/news/2021/youth-connect-mobility-for-all>

<https://www.toyota-europe.com/news/2021/breaking-stereotypes-on-girls-and-stem>