



# EMPLOYEES



**T S JAISHANKAR**  
DMD - Commercial

Human resources are our assets. TKM provides them a safe and healthy working environment, while respecting their fundamental human rights by following the principle of mutual trust and responsibility. We aim to stimulate personal and professional growth, share the opportunities of development and maximize individual and team performance by following the Toyota Way and Toyota Business Practices.

To ensure sustainability in the value chain, we train our stakeholders – suppliers, dealers, community, outsourced staff, educational institutions and corporates, on Toyota's best practices.

# OUR EMPLOYEES



Employees are the core strength of a company. The 6403 employees are considered an important asset for the organization. All the employees are groomed to follow the Toyota Way.

At TKM we use the simple logic that if our employees are happy, our stakeholders in turn will be prosperous.

TKM encourages its employees to grow on both personal and professional level by providing an equal opportunity to each of the employee.

## RECRUITMENT AND REMUNERATION

TKM follows a fair policy of recruiting prospective candidates into the workforce. TKM is an equal opportunity employer and is open to gender, age, ethnicity, geography with due respect to the local laws, essential skill sets and requisite qualifications. The employees must be competent and should be able to contribute willingly to the development of the organization and also groom their persona in accordance.

Since, Toyota Motor Corporation plays a key role in product development and shaping our business practices, the Japanese expatriates work very closely with us at TKM. These expatriates assist TKM management to understand TMC expectations and align all the activities to Global Toyota Way.

TKM's Remuneration policy states 'equal pay for equal work'. This illustrates the same compensation structure across the same pay scale, irrespective of their gender. The company also adheres to minimum wages regulations formulated by the Government of India.

## EMPLOYEE WELFARE BENEFITS

A good employee welfare benefit plan is essential to ensure an employee's well-being and to develop

efficiency and productivity among workers. Employee Welfare benefits help in keeping the morale and motivation of the employees high so as to retain the employees for longer duration. It also helps earn goodwill and enhance public image of the company. These welfare benefits entail all those activities of the employer which are directed towards providing the employees with certain facilities and services in addition to wages or salaries.

Some of the benefits provided to full-time employees at TKM that are not provided to temporary or part-time employees, by major operations are Retirement benefits, Annual Appreciation, Relocation loan, Medical Insurance, Maternity Benefit, Personal Accident Insurance, Death Relief Fund, Personal Loans, Shift Allowance, Hospitalization Leave Compensation, Accident and Insurance Leave, Promotion Policy and Global Exposure.

## PERFORMANCE REVIEW

Performance review is a bi-annual process. It consists of outlining and assessing performance based on key targets, review, developmental feedback and training and development. All permanent employees and trainees are eligible to undergo performance reviews.

It ensures that the assessment of the employees is done in a well-organized manner by identifying the gaps and supporting them to progress accordingly. This helps in the overall growth and optimization of personnel through periodic appraisals. Performance review provides equal importance to result and processes. About 17% of TM's got promoted during the reporting period and the organization was restructured based on business requirement.

100% of Permanent employees (6403) completed performance review for the year FY2014-15.

CATEGORIZATION	2014-15			2013-14			2012-13		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
<b>BY EMPLOYEE TYPE</b>									
<b>PERMANENT</b>	6311	92	6403	6342	96	6438	6431	104	6535
<b>CONTRACT</b>			799			701			2065
<b>TRAINEES</b>			1145			1341			1675
<b>TOTAL</b>			8347			8480			10275

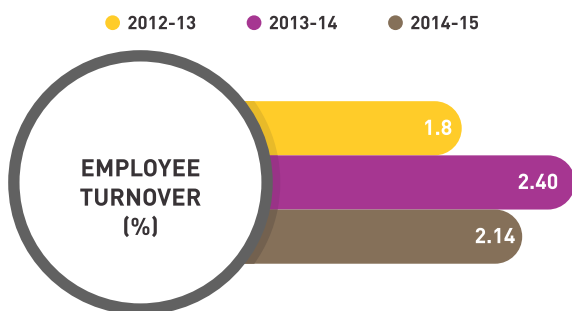
# EMPLOYEE ENGAGEMENT

## ACTIVITIES



### EMPLOYEE RETENTION

TKM carries out an Employee Engagement oriented 'Morale Survey' once in 2 years. Morale survey is conducted to grasp team member's perspective on company's policies and systems. 3780 TMs (about 60% of the workforce) participated in the Morale Survey conducted in the month of February 2015, yielding a company-wide result at an average rate of 3.3 (Scale: 1-5). These results will be taken as key targets for the year to improve the current policies and systems which help the company achieve the ultimate goal of Toyota Way.



Employee counseling sessions, open house forums, People Connect, HR perception survey, communication meetings, annual communication, annual functional meets, discussion forums etc., are a few other means to assess employee well-being at TKM.

**THE EMPLOYEE TURNOVER IS AT 2.14% DURING THE FY 2014-15 AGAINST 2.40% IN 2013-14.**

In order to curb the increase in attrition rate, a timely grasping of employee grievances is carried out through various activities such as people connect, exit interviews etc.

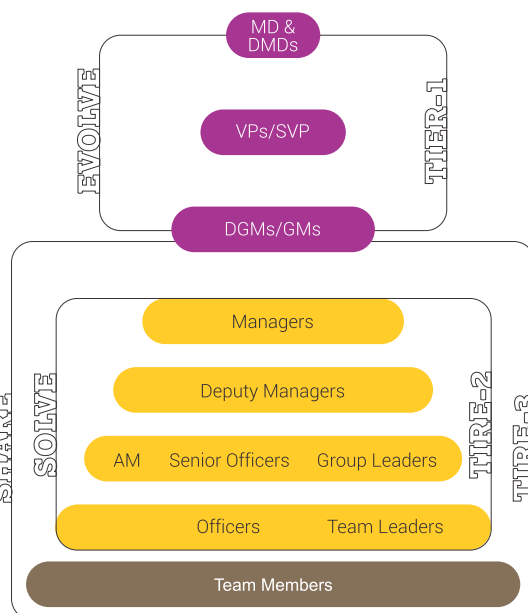
TKM is thus working towards enhancing the communication between the management and employees by introducing various activities to build a healthy working environment.

### PEOPLE CONNECT

People connect serves as a platform to provide an opportunity for employees and Top Management to share and understand each other's thinking on issues of common interest.

A well planned communication system is followed in TKM wherein any concern raised at a TM level is shared and solved at the Tier 2 level. In case of any changes, the issue is taken up to the Tier 3 level. These communications between the 3 tiers are controlled using the People connect initiative.

People Connect is carried out once in a year and till date 103 concerns have been raised which will eventually be resolved. Upon resolving the concern, a company-wide mail or a circular is sent to ensure that the employees are aware of the progress.



### SMALL GROUP ACTIVITY

Small Group Activity (SGA) is a group of people working to solve problems to achieve the same goal. With an objective of sharing Toyota Values and to develop kaizen culture/mindset we have introduced a group of people called 'Small Group Activity' working towards problem solving and uniting the employees.

This activity also helps us to enhance the sense of belongingness among employees. The individuals of the Small Group Activity are chosen from the same division.

Small group of individuals belonging to a same division select a theme i.e., problems in their work area and work together to establish a counter measure.

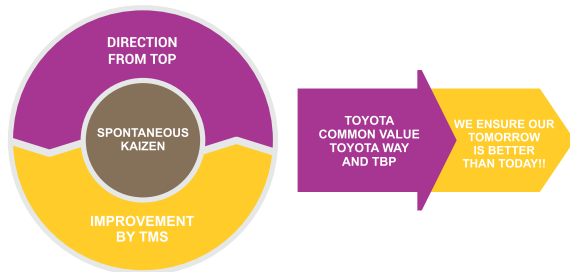
SGA has been made a mandatory process at TKM. Every year 3-4 cycles of SGA are carried out and a common theme is selected companywide. Each division manager has to participate in the activity.





Based on the theme, division heads select the best activity from their respective division. These selected activities are judged by a panel from Production, Office Sales and Marketing.

A participation certificate is given to motivate all the selected participants. The winning team is given an award and felicitated by the Company.



### QUALITY CONTROL CIRCLE (QCC)

Quality control circle is an activity conducted twice a year to improve the work place environment, enhance thinking level of Team Members and to enhance team work.

As an appreciation, all members are given attendance bonus. The winners are then sent to Japan Global Quality Control Circle (GQCC)/ Bangkok Toyota Asia Pacific Quality Control Forum (TAPQCF) for competing with affiliate companies.

Quality Control Circle Wave II 2014 was held from July 2014 to Dec 2014. Around 434 circles registered for the activity and the Top 23 circles competed in the company-wide shift wise competition. The Top 6 circles showed their best performance in the finale.

### RAJYOTSAVA

Kannada Rajyotsava ('Birth of Karnataka State') is celebrated in Karnataka on 1st of November every year. This was the day in 1956 when all the Kannada language -speaking regions of South India were merged to form the state of Karnataka.

TKM celebrates Kannada Rajyotsava by involving all its employees. A well planned event is organized including eminent personalities who have contributed to the development of Karnataka State. A cultural event is organized wherein employees are given an opportunity to participate and exhibit their talent.



RAJYOTSAVA CELEBRATIONS AT TKM - I



RAJYOTSAVA CELEBRATIONS AT TKM - II

### EKIDEN

Ekiden is a term referring to a long-distance relay running race, typically on roads. TKM hosts Ekiden once in a year to motivate employees. The main objective of organizing this event is to develop a friendly environment and to create awareness on Healthy Living. The winners will participate in TMC Japan for Global Ekiden.



TEAM PARTICIPATION IN EKIDEN

### FAMILY PLANT VISIT

Once a year, TKM opens its doors to the family members of the employees to allow them to have a first-hand experience of how the company works and facilities provided to the employees. Also, it embraces this opportunity to demonstrate the company's commitment towards the community including the company's contribution to local economy, its environmental efforts and successes.





SAMMILANA, DRAWING COMPETITION FOR KIDS



INTERNATIONAL WOMEN'S DAY CELEBRATIONS AT TKM



FAMILY MEMBERS PARTICIPATION IN RANGOLI COMPETITION



SPORTS ACTIVITY



SAMMILANA EVENT AT TKM



FUN ACTIVITY FOR EMPLOYEES' CHILDREN



FAMILY PLANT VISIT

# LEARNING AND DEVELOPMENT

(L&D) AT TKM



## 1. BASIC THINKING WAY

Learning is a continuous and company-wide process wherein superiors motivate and train subordinates and employees at all levels share knowledge with one another. Every employee is motivated to learn for his or her own development.

Objective of Learning and Development is to:

- ▶ Improve the abilities of each employee, by improving the performance of the entire organization from a mid-to-long-term perspective
- ▶ Maintain and improve the morale of employees by providing them with the opportunity for self growth through work

## 2. TRAINING STRUCTURE

Overall training structure is classified into Corporate and Functional trainings. Corporate trainings are managed by HR which broadly contains Global, Regional and Local need-based programs. Functional trainings are managed by the respective divisions.

### CORPORATE TRAINING



#### Managed by HR

- ▶ Applied to all TMs by cascading - Top Down Approach
- ▶ Role-based training appropriate time of work life

### FUNCTIONAL TRAINING



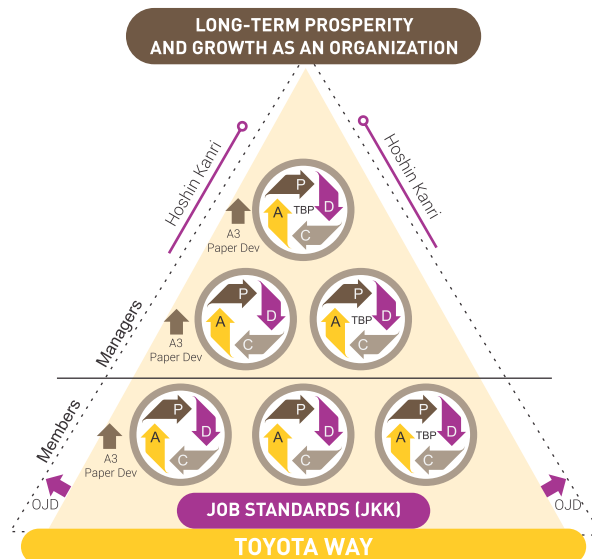
#### Managed by Function

- ▶ Applied to all members in the function based on specific job competencies actions in that function

## 3. IMPROVEMENTS DURING 2014-15

### A. GLOBAL CONTENT STRUCTURE

Global Content training refers to the most fundamental and best business practices which have contributed to the success of Toyota. It is a common business language of all Toyota members to communicate effectively and practice Toyota way in daily work. During the FY2014-15, Ji kotei Kanketsu (JKK) module was introduced. As a first step, trainers have been developed by Toyota Institute, Japan. Training is being rolled out to the relevant employee levels.

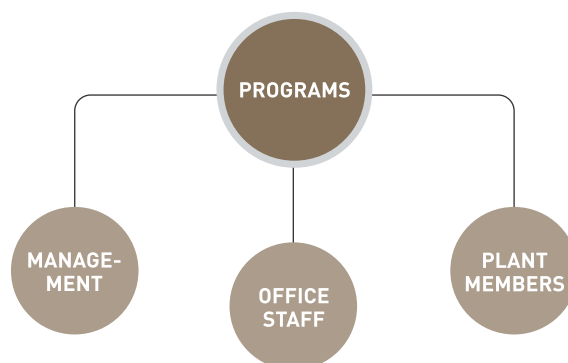


### B. TRAINING NEED ANALYSIS

Training Need Analysis (TNA) was grasped through three pillar research activity. Firstly, Focused Group Discussions (FGDs) were conducted at all levels. Secondly, HR systems were reviewed. And finally, organization wide learning needs were grasped. As a result, Work life plan i.e., training roadmap for both plant and office members were revised.

### C. NEW PROGRAMS

Training programs are broadly classified into three areas based on the category of employees viz. Management, office staff and plant members. Apart from the training programs applicable as per work life plan, following new programs were organized in life with changing business and people's need.





**MANAGEMENT NEW PROGRAMS (AS PER NEW WORK LIFE PLAN)**

Program	Applicability	Duration	Key Topics
Leadership Insights	Manager and Above	2 days	<ul style="list-style-type: none"> <li>Competency framework</li> <li>Performance Management</li> </ul>
Thought Leadership	DGMs and Above	2 hours	<ul style="list-style-type: none"> <li>Leadership</li> </ul>
Simplified Competency Framework	Managers and Above	4 hours	<ul style="list-style-type: none"> <li>Simplified Competency Framework</li> <li>Art of giving performance Feedback</li> </ul>
On the job Development	Managers and Above	1 day	<ul style="list-style-type: none"> <li>4 Steps of on the job Development</li> </ul>

**OFFICE STAFF NEW PROGRAMS (AS PER NEW WORK LIFE PLAN)**

Program	Applicability	Duration	Key Topics
Personality Enhancement Program (PEP)	Officers, Senior Officers and Assistant Managers	1 Day	<ul style="list-style-type: none"> <li>Personality Development</li> </ul>
Lead-Inspire-Perform (LIP)	Assistant Managers and Deputy Managers	2 Days	<ul style="list-style-type: none"> <li>Situational Leadership</li> <li>Transactional Analysis</li> </ul>

**PLANT MEMBERS PROGRAMS (AS PER NEW WORK LIFE PLAN)**

Program	Applicability	Duration	Key Topics
Business Reality (Unnathi)	Shop Floor Team Members	1 Day	<ul style="list-style-type: none"> <li>Understanding Business</li> <li>Automobile Business Cycle</li> </ul>
Health and Happiness (Art of Living)		2.5 Days	<ul style="list-style-type: none"> <li>Understanding Self</li> <li>Yogasana &amp; Praanayama</li> </ul>
Financial Management (Kilaadi Kaasu)		2 Hours	<ul style="list-style-type: none"> <li>Financial Management</li> <li>Develop Savings Mindset</li> </ul>
Personal Safety & Personal Health		2 Hours	<ul style="list-style-type: none"> <li>My Safety my Responsibility</li> <li>Nutrition and Exercise</li> </ul>
People Management	Team Leaders and Above	1 Day	<ul style="list-style-type: none"> <li>People Management Skills</li> </ul>
Counselling Skills	Group Leaders and Above	2 Days	<ul style="list-style-type: none"> <li>Neuro Linguistic Programming</li> </ul>

**4. SKILL CONTEST**

With the objective of developing skill culture, Skill Contest is observed every year. First, a competition is organized at Company level wherein 100% shop floor Team Members put their skills to test. Further, TKM was able to bag 5 gold medals and 1 silver medals at the Asia Pacific Skill Contest at Thailand and 2 gold medals during the Global Skill Contest held at Japan.

**5. TRAINING EFFECTIVENESS**

Tools were developed to measure the effectiveness of the training programs. For example, report-outs, interviews, workplace measurements, observation etc.

**6. TRAINING COVERAGE**

Training modules are developed for management, office, plant members including apprentice and contract members. Overview of training imparted is furnished:

TRAINING IMPARTED TO EMPLOYEES				
Employee Category	2011-12	2012-13	2013-14	2014-15
Executive (Grade 7 & Above)	1317	1535	1646	3456
Non-Executive (Grade 8)	3936	4095	5368	4448
Others (Apprentice & Contract)	2186	2247	1323	2190
Total Trained	7439	7877	8337	10094

**7. STAKEHOLDER ENGAGEMENT**

Apart from the training to its employees, TKM also regularly imports training to stakeholders suppliers (through supplier support center), Dealers (e.g. Toyota Driving School community (Public-Private Partnership with Ramanagar ITI) Corporate (e.g. Infosys knowledge exchange program) and Educational Institutions (Campus Connect).

**8. WAY FORWARD**

The Toyota Institute, India (TII) was established to cater to the needs of stakeholders on a larger scale.





# SUCCESS STORIES



“I failed in practical while pursuing my ITI. This was the shock of my life. When I joined TKM and heard about the Skill Contest, I decided to put my skills to test. Continuous mentoring from Gurukul trainers, shop supervisors, acquiring additional knowledge about spray painting and constant practice strengthened my muscle memory”

**- Parashuram**

Parashuram, who is now a team member trainee, has won Gold Medal in the Asia Pacific Contest and Silver Medal in the Global Skill Contest conducted by Toyota Motor Corporation, Japan. Until January 2010, his source of income was minimal. The family survived on scarce resources.

When Parashuram joined Toyota Kirloskar Motor in January 2010, he was obliged to receive regular mentorship and training from Gurukul Trainers and shop supervisors, equipping him for the skills contest. Continuous practice and additional knowledge on spray painting helped him strengthen his muscle memory.

Parashuram's story is one of many of those whose life has indeed taken a turn for the better with Toyota Kirloskar Motor.



SKILL DEMONSTRATION



“During practice, my trainers used to give me challenging targets. This motivated me to improve my performance. My managers, family and well-wishers used to give suggestions. I accepted them all and the result is here”

**- Sandeep**

Sandeep, who is a part of the Set Part Supply group of Assembly shop since 2010, has won kudos to Team India by winning gold at Global level in Skill Contest. He was also a gold medalist in the Asia Pacific Skill Contest.

TKM trainers set challenging targets which helped him improve his performance. He was also put to continuous mentoring by his managers. These training and mentoring sessions helped him win the Group level, Shift level and Company level skills competitions.

TKM instills a sense of hope and encourages employees to achieve their dreams and aspirations of a bright future.



SKILL DEMONSTRATION

# HUMAN RIGHTS



TKM believes that an organization grows to achieve greater heights only when the employees understand the values and mission of the organization. TKM Code of Conduct and Code of Ethics elaborates that the company stands against violation of human rights, forced labor, child labor or violation of indigenous rights and Sexual harassment at the facility and throughout the supply chain.

Human rights are strongly implemented at operations, processes and contracts to avoid any sort of violation or discrimination against anybody. All the vendors and suppliers of TKM are expected to comply with Government laws and regulations which bolster fairness, and strictly follow the internationally set standards on human rights transparency.

TKM believes that human rights supports in maintaining a healthy and functional workforce. Toyota's Guiding Principles form the backbone of the culture that it extends to the stakeholders as a whole. TKM ensures that the contract employees and all project related contracts include human rights clauses in their formal agreements. Irrespective of the position and grade, all the employees, service providers including security personnel and contractors are covered under the human rights policy.

We have a well established system in place to ensure implementation and compliance to the company policies, standards and protocols. Periodic audits are carried out by Safety, Health, Environment, Human Resources and Legal teams.

Code of Conduct and Code of Ethics organizes the basic attitudes necessary for people working at the company. Values and Ethics are communicated to all employees through newsletter, billboards and educational series on Value statement, Code of conduct are circulated through mails.

TKM's Code of Conduct and Code of Ethics awareness is imparted to every employee during their induction. To ensure employees adhere to the code, TKM carries out reviews/assessments at all the business units. Contractors and regional offices are reviewed twice in a year.

During FY2014-15, there were no incidents of discrimination on grounds of race, color, gender, religion, political opinion, nationality, ethnicity or economic status, anti-competitive and corruption behavior. The company has not made any financial and in-kind contributions to political parties, politicians and related institutions.

## FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

TKM supports freedom of association and collective bargaining which in-turn helps the company to enhance the team work and unity amongst workforce. Management and the union work as the pillars of the company.

The Joint Declaration between Union and the Management has been first-of-its kind in the Indian Automobile Industry. 65% of the employees are covered by collective bargaining agreements.

During the joint discourse of collective bargaining, matters pertaining to human rights and employee welfare are discussed and addressed. Every year, the Management and Union enters into a Memorandum of Settlement. A minimum notice period of two weeks is provided as per law to employees in case there are any significant operational changes.

Formal agreements are not made with trade union with respect to Health and Safety. However health and safety topics are covered in the meeting with trade unions in the presence of Top management and MOM of same is communicated to all stakeholders. Some of the topics covered are:

- › Health improvement of members e.g.: H1N1 vaccination as a proactive approach
- › Road safety
- › Work environment monitoring

## TKM PRACTICES HUMAN RIGHTS IN THE FOLLOWING MANNER:

- › Abiding by the law of the land as maybe applicable to our business
- › All our operations and business units follow TKM policies and standards
- › All our business heads are trained and empowered to ensure the implementation of fair labour practices
- › Periodic inspections by regulatory body officials to our operations sites to ensure compliance to labour, environment, safety, factory acts, etc., as applicable
- › Adherence to TKM's human rights policies by all service providers/suppliers/vendors operating within our premises



- ▶ Whistle Blower Policy (WBP) and Ombudsman take care of Human Rights' violations, if any
- ▶ Formulation of Internal Complaints Committee under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 to provide protection against sexual harassment of women at workplace, prevention and redressal of complaints of sexual harassment
- ▶ Devised a policy on Business Relationship with Ex-Employees of the Company, Contractors' Relatives and Conflict of Interest to prohibit any contractor/vendor/supplier from flouting the business ethics and render their services with basic principle of Mutual Trust and Respect. The policy also ensures that there is no Conflict of Interest in any business transaction

#### GRIEVANCE REDRESSAL MECHANISM

TKM's grievance redressal mechanism is a unique approach wherein individuals from responsible departments assemble periodically to scrutinize and address issues as maybe reported. Employee grievances include matters related to workplace issues, discrimination, harassment, etc., at work place. The following table lists the various grievance redressal mechanisms that TKM has in place:

CHANNEL	ATTENDEES	FORMAL/ INFORMAL	FREQUENCY
Morning Meeting	HOD+Team mates	Formal	1 / Day
Workplace Committee Meeting	Shop Manager+ Shift DM+ECMs+ERO	Formal	1 / Month
One-to-One	Supervisor+TM	Formal	Need-based
Employee Relations Officers	ERO+TM	Formal	Need-based
ECM+Plant+HR	HR+ECMs+PlantMgt	Formal	1 / Week
Plant - HR Meeting	Plant Heads+HR Heads	Formal	1 / Week

Besides this, every supervisor is personally in charge of the welfare of his / her team and is required to interact with team members on a regular basis to know their grievances and report them through appropriate channels.

## OCCUPATIONAL HEALTH & SAFETY



Occupational Health is about the effects of work on people's health and vice versa. As a manufacturing company, TKM considers good labor relations material and gives utmost importance to Occupational Health of employees. TKM ensures that the employees' health is not damaged by their working environment or the job they do.

The aim is to promote and maintain highest degree of physical, mental and social well-being of work; prevent among workers departures from health caused by their working condition; protect workers in their employment from risks resulting from factors adverse to health.

In support of the occupational health and safety policy, occupational health program is being developed to improve health and fitness of employee, reduce absenteeism and illness.

TKM monitors trends of occupational illness on a continuous basis. An occupational health assessment is undertaken through consultation or a telephone assessment with an occupational health professional present at the clinic. Health surveillance ensures that early signs of ill-health can be detected and dealt with promptly before becoming a long-term problem.

We have two Occupational Health Centres located at Plant 1 and 2 with physicians, nurse and physiotherapist managed by Chief Medical officer, qualified in occupational health. There are two well equipped ambulances available within the premises.

TKM also carries out frequent health screening for the betterment of communities in which it operates.



# CASE STUDY

## FLU VACCINATION PROGRAM 2015

A report on confirmed cases of Swine flu steadily increased in India during the early months of 2015. More than 35,000 people were infected and 2,200 lost their lives in the first three months of flu outbreak. The only mode of prevention apart from maintaining personal hygiene was vaccination.

The 10 phase wise vaccination drive against Seasonal and Swine Flu was initiated throughout India by TKM covering 8000 no. of employees across 10 locations. The cost of this voluntary activity was borne by the company.

A total of 7825 people were provided vaccination and no cases of adverse reactions were reported post vaccination.

TKM intends to conduct an annual seasonal flu vaccination program to cover all TKM workers across locations, pan India.



HEALTH PROFESSIONAL ADMINISTERING VACCINATION TO THE TKM EMPLOYEE

## WORKSHOP ON WEIGHT MANAGEMENT

More than 30% of the team members at TKM are found to be overweight which is a major contributor for diabetes and cardiovascular diseases. Obesity's hidden costs stem from the fact that obese people tend to be less productive than normal-weight people while at work — simply accounting for the extra sick days they seek.

A workshop was organized to tackle the subsequent increase in health-care costs and lost workdays. The workshop focused on weight management, nutrition and individual diet counseling.

The program aided in enhancing the knowledge on weight management.



ATTENDEES AT THE WORKSHOP ON WEIGHT MANAGEMENT

## EMPLOYEE SAFETY

Occupational health and safety are the foundation of well being at work. Toyota deems that prevention of workplace injuries and illnesses is a sound investment in the economy and future, and is vastly preferable to the payment of compensation for the suffering caused by injury and disease. We, at Toyota are convinced time and again that companies which put safety first turn out higher quality products. TKM has been constantly contributing to continuous improvements in the workplace environment and the progressive reduction of all objective and behavioral risks that could result in accidents, injuries and occupational diseases.

Toyota is committed to providing a congenial and safe work environment, which fosters employee engagement. TKM follows 'Safety First' approach and strives to achieve 'Zero Accident' at its manufacturing facilities and offices. It has put in place a robust safety structure which ensures safety training, execution of safety activity plan and compliance. The company

comprehends safety practices such as Kiken Yochi Training (KYT) and Hiyari Hatto Training (HHT) to identify and manage safety risks.

Regular Safety Audits are carried out under the guidance of safety committee that involves top management and members, to identify gaps against own standards and industry benchmarks. Audit focuses on various hazards like men-machine interface, logistics, process, fire risk and others. During the audit, hazards are identified and an immediate countermeasure is taken to overcome the hazard through cross function team. After the implementation of the countermeasure, system to focus on standardization and sustenance is put in place.

In response to demand for vigilance, TKM has chalked out an Emergency preparedness plan. The company reinforces emergency response capabilities by preparing mock emergency scenarios and conducting regular emergency drills for all company staff.



The cost of prevention is significantly lower than the cost to employers, workers, and society as a whole of continuing to endure unsafe and unhealthy working conditions. Thus, we have improved our management systems, engineered out known safety risks wherever possible and augmented our training to build a culture of safety in the company.

TKM monitors and reports on key workforce personal safety metrics. Our workforce recordable injury frequency reduced considerably during the FY2014-15, however, we have seen an increase in our day away from work case frequency. TKM continues to focus its efforts on safety and is continuously reviewing the personal safety programs along with instituting improvement initiatives.

There have been no significant fines and non-monetary sanctions levied against the company for non-compliance of laws and regulations in FY2014-15

SAFETY PERFORMANCE FOR THE YEAR 2014-15	
DATA FOR YEAR 2014-15	OVERALL
Total No of Injury Incidents This can Include : <ul style="list-style-type: none"> <li>› Injuries inflicted at the workplace</li> <li>› Injuries inflicted during travel, commuting etc.</li> <li>› Occupational Disease Incidents like ergonomic injuries, both major and like RSI, Stress, etc</li> </ul>	3
Number of lost days due to injuries	38
Total Number of Person Hours Worked	20196385
Total Number of Employees (From La1)	7380
Incident Rate per 100 employees $= \frac{\text{No. of Incidents} \times 100}{\text{Total no. of Employees}}$	1.041
Frequency Rate $= \frac{\text{No. of incidents} \times 100000}{\text{Total no. of Employees}}$	0.15
Frequency Rate $= \frac{\text{Total No of Lost days}}{\text{Total No of Incidents}}$	12.6

#### SAFETY COMMITMENT

Ensure Zero accident at Toyota or in its group companies and stakeholders. Since accidents are due to unsafe acts and unsafe conditions, we strongly believe following are the three pillars of safety: Machine Safety, Human Safety and Management

## CASE STUDY

#### SAFETY MESH FIXING OVER POLYCARBONATE

Poly carbonate sheets are placed on the roof for better illumination during day time. These sheets are of 2 mm thickness and with a load holding capacity of 45 kg/sqm. Few near-miss cases were reported upon stepping on the poly carbonate sheet during maintenance activity which has a potential towards fatality. This unsafe condition was considered during the planning stage and rectified in the newly constructed building. However, the old buildings still posed a fatality risk.

A detailed study was carried out at TKM to understand the possible modifications which could be made to eliminate the risk without altering the existing design. The idea of fixing safety mesh was developed after considering the safety factors and post-discussion with the stakeholders. A total coverage of 7000 sqm was planned with a budget of 13 Million, as safety is a value incorporated in the company activities. The entire safety mesh installation was completed within duration of seven months with zero incidents.

A standard operating procedure was developed for the maintenance of the polycarbonate sheet, thereby fool-proofing the roof and completely eliminating the chance of any incidents.



INSTALLATION OF SAFETY MESH OVER POLYCARBONATE SHEETS

## COMMUTATION SAFETY

Road traffic crashes are one of the world's largest public health and injury prevention problems. Best-practice road safety strategies focus upon the prevention of serious injury and death crashes in spite of human fallibility. As sustainable solutions for all classes of road have not been identified, a hierarchy of control should be applied, similar to best practice Occupational Safety and Health.

TKM provides commutation service for its both permanent and contractor employees. With the rising number of road accidents, TKM has under taken various initiatives to create awareness about road safety and to share its importance in and outside the plant. Thus the drivers, employees and the surrounding communities have been involved in awareness programs which aim at building a safe service facility for its employees and to achieve 'Zero Accident'. TKM developed a roadmap according to which various activities were planned and executed for drivers, TMs and for public awareness as well.

The driver recruitment process is carried out in three levels. Firstly evaluation of the potential driver's license and past experience by supervisor, secondly the inspection of technical skills and finally evaluation by the shift-in-charge of the driver's knowledge on Traffic rules and regulations inclusive of a practical test.

These tests help us recruit individuals with good driving skills. Induction training is provided to these selected drivers who are eventually educated on Safety, Traffic norms and TKM standards.

Every year we organize training session involving Traffic Police Authorities and RTO officials who educate the drivers on road safety etiquette.



The 100<sup>th</sup> Commutation Safety day was celebrated at TKM to promote road safety awareness among commutation and Toyota affiliates drivers. Mr. Naomilishi, Managing Director, TKM presided over the function.

Training programs on wide array of topics such as Fire Fighting, Road safety Awareness, Stress management

and Battery Management were provided to over 250 and odd commutation drivers.

As part of the 100<sup>th</sup> Commutation Safety day celebrations, a health check up and awareness training program were conducted for the commutation and executive drivers.

The event also recognized the achievements of drivers who had clocked maximum number of kilometers on road with a zero accident record. Best Sarathi award was presented to the winners.



## ENVIRONMENT MONTH ACTIVITY

Adding to the Environment Month Activities at TKM, the commutation department organized an afforestation drive involving commutation members (team) and commutation drivers at three locations namely Sharma Transports Garage-Byramangala Cross, SRS Travels Garage-Medanahalli and Megha Travels Garage-Thimegowdadoddi.



## SPEED VIOLATION MONITORING

With an aim to curb about road safety violations, the commutation department carried out daily monitoring of speed violation, usage of seat belt, over-taking, lane discipline, rash and negligent driving.

15 drivers operating in different shifts were monitored in person and with the help of the Global Positioning Equipment (GPS) during their travel between Byramangala cross to TKM.

The initiative yielded outstanding results with a decline in number of speed violations, compulsory usage of seat belts, adherence to lane discipline and no reports of rash driving or overtaking.



## EMPLOYEE SERVICES



HEALTH CHECKUP FOR COMMUTATION DRIVERS



CANTEEN FACILITY AT TKM



PLACARD DISPLAY OF SAFETY NORMS AT TKM



CANTEEN FACILITY AT TKM



SIGNATURE CAMPAIGN KICK OFF



PLACARD DISPLAY AT CANTEEN OUTLET



PATHWAY AND ZEBRA CROSS MARKING BY THE DRIVERS



FOOD WASTE REDUCTION COMMITMENT CAMPAIGN