

Goals of the Union

Adopted by the General Meeting on June 19th, 2023

We believe that employees are responsible for building the success of Woven by Toyota.

Our progressive work culture and human centric work style has created the conditions necessary to foster creativity, enhance productivity, and attract world class talent.

Following Toyota's philosophy of continuous improvement (*kaizen*), we aspire to constantly improve our working conditions, promote a fair and positive workplace, seek work/life harmony, and provide benefits appropriate for work done.

We universally reject any culture of "commands from above". We insist that Woven by Toyota operates as a company where everyone's opinions matter.

We respect management's decisions regarding product and business, but decisions of workplace culture must be made by employees as a collective. Decisions as to execution of work should be made by teams with as much individual freedom as possible. Results will be measured by productivity measured by team and group managers.

Preserving Woven Work Culture

We believe that a positive work culture promotes productivity. Positive work culture is found in trust by leadership, promotion of diversity, and emphasis on work/life harmony.

Teams are most productive when they have autonomy, have ownership of their working style, and are enabled to make decisions on their own as to the best way to meet their objectives. Management's trust in teams and individuals to have good judgement is a key element of our culture.

We state that:

- Individual members are adults and can best judge for themselves the hours and locations that best suit their job function and individual work style.
- Each team will decide for itself the balance of work from home, hybrid, or full on site by agreement of its members.
- Employees' opinion on work conditions must be respected.

We measure contribution by results, not by hours worked.

We value failure. Failure provides opportunities to learn. In no case should an employee be punished for failure where the employee can demonstrate value to the company in lessons learned during the event.

Aligned with Toyota

We support and are excited about Toyota's effort to contribute to the sustainable development of our society and planet by promoting sustainability, diversity, equity and inclusion. We believe that our company must follow Toyota and show specific decisive actions towards these goals such as:

- Wide adoption of remote work to reduce our carbon footprint and create a supportive environment for our employees to balance work and family life.
- Investing into our IT solutions to create an environment where people can work and collaborate efficiently regardless of their working location.
- Transforming our work culture to be "remote-first" and make teleworking provide the same or better experience that travelling to an office provides.
- Creating a strong and capable DEI initiative to address the needs of our diverse workforce.
- Contribution to family life, such as raising children, and participation in cultural events.

Multicultural company

We believe that speaking common languages allows for better collaboration, sharing of culture, and career mobility inside the company. As a company with an “English first” culture and as a child company of one of the world’s foremost Japanese companies, all employees should have an opportunity to become fluent in both English and Japanese.

An opportunity to take Japanese or English lessons must be provided to all employees, regardless of their current ability. An individual may opt out of taking lessons, but the service must be provided.

Respect

Compensation for work done must be fair. We believe in the idea of paying for performance and reject concepts of stack ranking, payment discrimination based on countries of origin, gender, age or race and blanket compensation reductions.

While we recognise that overtime is required occasionally, we reject that any person should be subject to continuous demands for work in excess of normal working hours. To succeed teams must be adequately staffed, have reasonable workloads, and given clear objectives.

We do not tolerate sexism, racism, ageism, or any other form of discrimination based on sex, gender, ethnic background, religion, diet, political opinion or physical condition. We expect diversity to be proactively pursued in the workplace.

The workplace environment is expected to be open and welcoming to people of all diverse genders (or lack of genders), religions, diets, and abilities. Appropriate facilities and benefits must be offered to accommodate diverse needs and lifestyles.

Mutual Trust

We expect the leadership to foster a culture of mutual trust. Leadership must actively listen to employee feedback, share the feedback received, show and communicate decisions made based on the feedback, and show honesty, transparency, directness and humility when communicating with the labour force.

We believe that everyone should be provided an opportunity to provide formal feedback to their direct manager, department leadership and company senior leadership.

The company must be data-informed and everyone's views should matter. Employee opinion and employee satisfaction surveys must be periodically conducted by management. The results of the surveys, properly anonymised, must be shared as raw data within a reasonable time of the closing of the survey.

We reserve the right to conduct our own workplace surveys. Management is expected to recognise the legitimacy of the results of employee lead surveys conducted in good faith.

Sustainability and Environmental Progress

Aligned with Toyota's SDGs Initiatives, we expect the leadership to continuously strive to eliminate carbon emissions from our processes and consider environmental impact when making decisions that affect the workplace. We believe our workplace and work style should reflect sustainable ideology.

Efficient use of energy, choice of and use of natural resources, and investment in environmental restoration is critical to ensure our success not only as a company, but as a species.