

2015 TARGETS HOW WE DELIVERED ON OUR TARGETS IN 2014-2015

- ✔ Achieved
- ⊖ Partly achieved
- ✘ Not achieved

			Go to page	Progress		
MAXIMISE SAFETY	PRODUCTS & SERVICES	Strengthen our EU-OSHA campaign partnership for safer workplaces	12	✔		
		Indirectly improve customer safety by growing I_Site fleet management by 20%	13	✔		
	OPERATIONS	Implement TICO Safety Vision in our factories	10	✔		
		Work towards zero accidents	10	⊖		
		Consolidate accident and sickness data at European level	10	✔		
	OPTIMISE BUSINESS PROCESSES	PRODUCTS & SERVICES	All major suppliers to sign supplier code of conduct	17	⊖	
Increase number of customer operators trained by 10%			15	✔		
Develop understanding of environmental impact of our supply chain			17	✘		
Maintain full coverage of employees trained on Code of Conduct			16	✔		
OPERATIONS		Extend sustainability data collection to all entities	14	⊖		
		Introduce LEAD, our new leadership development program	14	✔		
		All entities to conduct performance appraisals	14	⊖		
		Increase number of suppliers with ISO 14001	16	✔		
		Roll out first European Talent Programme	17	✔		
		MINIMISE ENVIRONMENTAL IMPACT	PRODUCTS & SERVICES	Partner with 10 European fleet customers to reduce their CO ₂ emissions	19	⊖
Further growth in used truck sales	21			✔		
Improve energy efficiency for 5 product families	20			✔		
Extend range of Li-ion battery and fuel cell powered products	21			✔		
OPERATIONS	Develop energy strategy for our operations		18,19	✔		
	Conduct energy audits in 10 entities		18	✔		
	NUMBER 1 IN CUSTOMER SATISFACTION		PRODUCTS & SERVICES	Develop the Toyota Service Concept (TSC) and implement in 5 countries	22	✔
				Establish a common methodology to monitor customer satisfaction	22	✔
Establish first fix rate as a major KPI in the network		22		✔		
OPERATIONS		Maximise quality by reducing warranty claims by 80% vs 2007	23	✔		
		Roll out STEP and ASEC technician training programmes Europe-wide	22	✔		