

# 4

## Social

# Human Resources

### Material issues

- Respecting human rights
- Expanding diversity and development of human resources
- Ensuring occupational safety and health

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# Basic Approach

## Basic Policy for Personnel Management

Honda believes that human beings are born as free and unique individuals with the capacity to think, reason and create – and the ability to dream. The Company's wish is to be a company where people with dreams of “I want to be this way” or “I want to do this” gather together, respect individual differences, trust each other as equal partners, exercise abilities to the fullest and share joy together.

From this standpoint, Honda adopts Respect for the Individual, consisting of the three elements of initiative, equality and trust, as one of the Company's Fundamental Beliefs. Honda believes this spirit should permeate all its relationships, not only with those in the Honda Group but with everyone in all companies with which Honda does business. The Company follows the Three Principles of Personnel Management, specifically Respecting Initiative, Ensuring Fairness and Encouraging Mutual Trust, when managing its human resources in areas such as recruitment, training, assignment and utilization, evaluation and treatment. Honda endeavors to build an environment in which all associates can demonstrate their abilities, individuality, and imagination, thereby supporting each individual's willingness to take on new challenges.

As Honda's business activities expand into various parts of the world, it established Associate Relations Policies in March 2012 that are applied to Honda's daily corporate actions, putting the Three Principles of Personnel Management into practice while taking into account “the Universal Declaration of Human Rights” as well as “the ILO Declaration on Fundamental Principles and Rights at Work.”

Our Fundamental Beliefs  
**Respect for the Individual**

Initiative	Equality	Trust
<b>Three Principles of Personnel Management</b>		
<b>Respecting Initiative</b>	Honda respects the individuality, creative thinking and judgment of each associate.	
<b>Ensuring Fairness</b>	At Honda, every person should have equal employment opportunities. An individual's race, gender, age, religion, national origin and social or economic status have no impact on the individual's opportunities.	
<b>Encouraging Mutual Trust</b>	Honda and its associates should respect, trust and recognize each other as individuals and make sincere efforts to fulfill our responsibilities.	

### Associate Relations Policies

To put these Three Principles into practice, Honda has established the following Associate Relations Policies:

- Respecting individual human rights**
  - We accept the individual characteristics and differences of our associates and respect their willingness and initiative.
  - We will always respect each individual's basic human rights and will not allow forced labor or child labor.
- No discrimination**
  - Based on the principle that all human beings should have equal employment opportunities, we will strive to create opportunities for free and fair competition.
  - We will not tolerate discrimination or harassment of any form in the workplace on the basis of an individual's race, ethnicity, national origin, religion, gender or age, among other characteristics.
- Complying with laws and ordinances**
  - We will respect the social norms, customs and culture of each country.
  - We will comply with the laws, regulations and ordinances enacted in each country and region.
- Creating an environment of free, open-minded dialogue**
  - The associates and the Company will respect each other's views and endeavor to promote mutual understanding. Maintaining a relationship of mutual trust, the associates and the Company will make every effort to engage in sincere discussions about any issues that might arise or exist.
  - Respecting freedom of association, or not to associate, and collective bargaining, the Company will attempt to resolve any and all issues in line with the laws, conventions and usages of each respective country and region.
- Maintaining a working environment where each associate can work with a sense of security**
  - The Company will provide a safe and healthy workplace where all associates can concentrate on work with a sense of security.

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# Global Management

## Human Resources Vision and Strategies

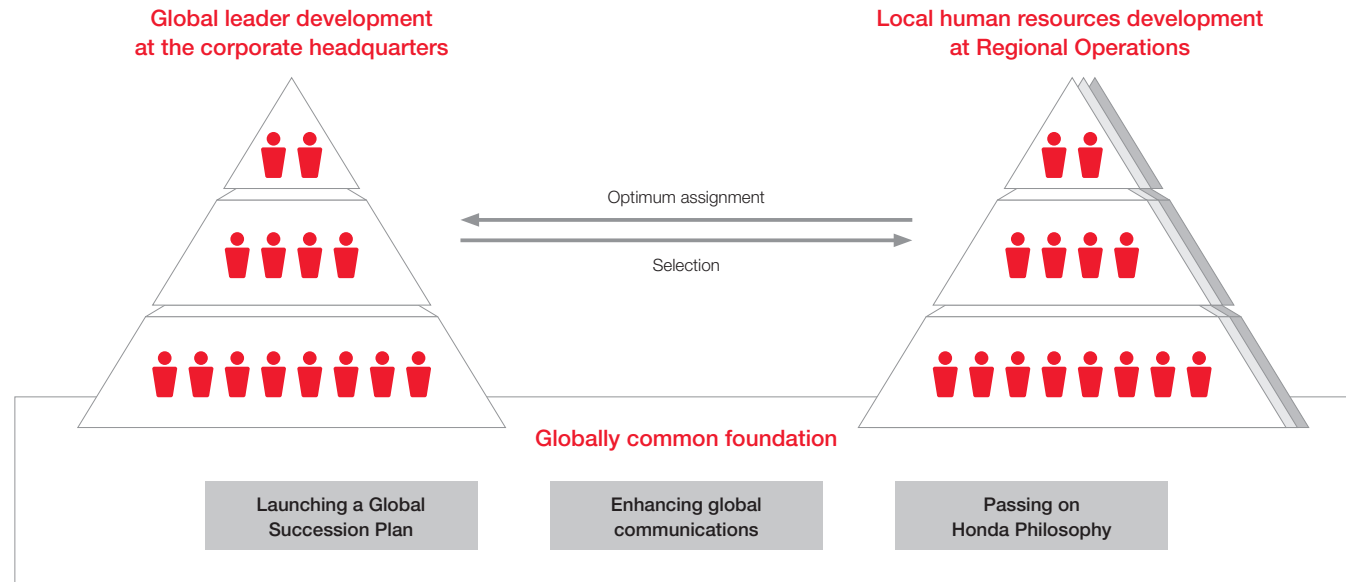
In accordance with its Company Principle, “maintaining a global viewpoint, Honda is dedicated to supplying products of the highest quality yet at a reasonable price for worldwide customer satisfaction,” Honda has been proactively developing business with a view to entering the global markets since its foundation. In regard to its expansion overseas, Honda’s business model has evolved from exporting to local production and then to local development. In recent years, in order to respond flexibly to changes in the business environment, including the acceleration of electrification, the Company has been promoting the global expansion of its businesses in cooperation with each region of the world.

In order to achieve this goal, Honda is pushing ahead with Global Human Resources Management Approaches. This initiative facilitates developing and

assigning global personnel who plan, design and develop products that reflect market demand and who deliver quality products in a stable manner.

To be more precise, Regional Operation bases used to be managed mainly by Japanese expatriates; however, this style of management is being replaced by an approach where management is run by local associates, who are most familiar with the region. By assigning associates with experience in working for local and global operations to global functions, Honda tries to diversify and localize its workforce with multinational people in order to address market changes promptly and flexibly. Honda aims for the establishment of an organization in which it can demonstrate Honda’s total strength by coordinating its operations globally.

### Global human resources management approaches



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# Global Management

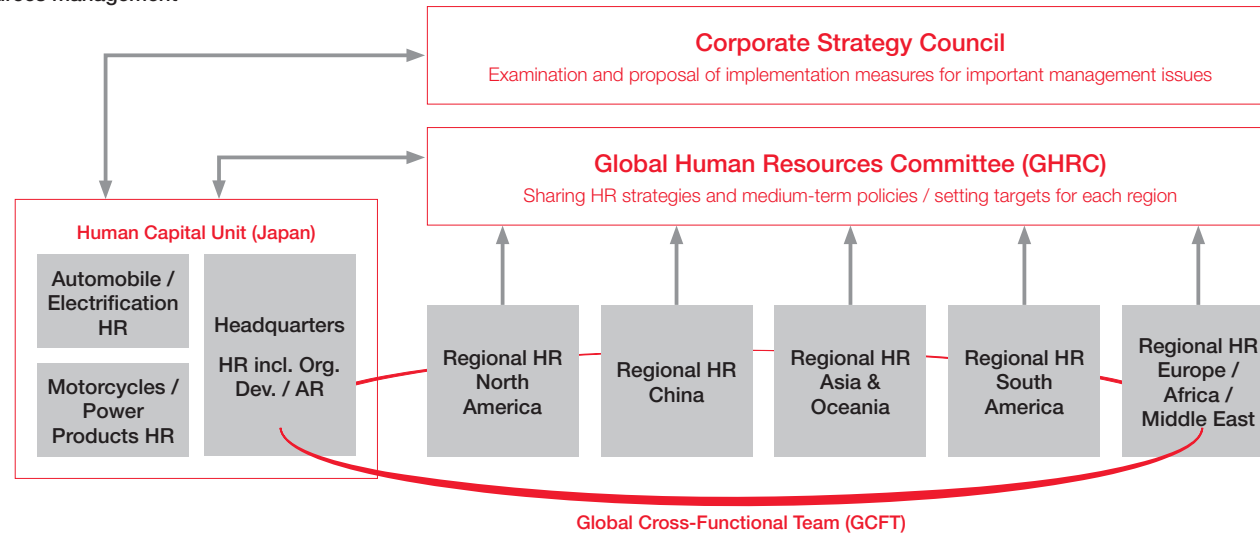
## Human Resources Management Structure

At Honda, in collaboration with the Human Resources divisions of each business operation and region, global human resources strategies are formulated from a medium- to long-term perspective and discussed at the Corporate Strategy Council attended by the top management members.

The HR strategies deliberated in the Council are broken down into actionable themes for further discussion in the Global Human Resources Committee (GHRC) meeting in which associates responsible for human resources from each business operation and region attend. In line with the directions, company-wide and regional plans including targets become concrete, and activities are launched throughout the Company.

At the GHRC in 2022, discussions were held on strengthening of the global HR function to organically collaborate at a global level as the HR division and contribute to improving Honda's competitiveness as "One strong HR team". To further accelerate this effort, Honda established the Global Cross-Functional Team (GCFT), consisting of HR members selected from each region, and began to study and implement effective and comprehensive global HR measures from more diverse and global perspectives.

Global human resources management





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# Human Resources Initiatives

## Human Rights

### Basic Approach

Honda upholds the idea of “Respect for the Individual” in the Honda Philosophy and includes “Respect of Human Rights” in the Honda Code of Conduct to show its policy to “maintain its stance as a company committed to practicing fairness and sincerity and respecting human rights.”

Also in the Code, Honda specifically requires its associates to “respect fellow associates, interact with them in a sincere and appropriate manner, and never engage in any form of harassment or unjust, discriminatory behavior in the workplace.”

Accordingly, based on “Respect for the Individual” in the Honda Philosophy, Honda has formulated the Honda Human Rights Policy to fulfill its responsibility to respect the human rights of stakeholders affected by its business activities.

Honda is committed to respecting human rights that are set out in the International Bill of Human Rights and the ten ILO core conventions as set out in the Declaration on Fundamental Principles and Rights at Work. In addition, the Company supports the United Nations Guiding Principles on Business and Human Rights and endeavors to practice these principles in business activities.

**Honda Human Rights Policy** → p. 147

### Promotion Structure

Honda has established the Corporate Integration Strategy Meeting, chaired by the Chief Executive Officer (CEO), to discuss and review policies and initiatives to address sustainability issues.

To sustainably implement initiatives to respect human rights, Honda has clarified the officers responsible for the initiatives, and established a Human Rights Working Team. The Team is led by the human resources and labor affairs divisions, and collaborates with many divisions involved in human rights, including the purchasing divisions and the divisions in charge of sustainability planning.

The Human Rights Working Team is working to strengthen the initiatives and encourage associates to take appropriate action through human rights due diligence measures, including assessments for Honda Group domestic and overseas business sites and suppliers, as well as awareness-raising activities.

The Team has also established a system to prevent and mitigate negative impacts and risks related to human rights in cooperation with the Compliance Committee and the Risk Management Committee.

These activities are reported annually to the Executive Council and the Board of Directors, and are linked to the Company’s sustainability management strategy.

**Sustainability Management Structure** → p. 05  
**Corporate Governance Structure** → p. 111



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# Human Resources Initiatives

## Specific Initiatives

### Initiatives for Human Rights Due Diligence

In its company-wide risk assessment activities, Honda has set up a category on human rights. Once a year, each department conducts a risk assessment in accordance with the Honda Group's common criteria.

The department priority risks are then identified based on the assessment results and appropriate responses are implemented accordingly.

With regard to all local subsidiaries, including joint ventures, Honda works to identify any risk concerns by conducting an annual assessment of Group companies to check if their operations comply with the Associate Relations Policies (➔ p. 64). Honda also performs monthly checks on the status of labor management of all local subsidiaries, including joint ventures, and shares the results in the Global Monthly Report. Moreover, to make an appropriate response when there is a risk concern, Honda has in place a system to share and discuss the issue through meetings with regional human resources officers.

In FY2023, no incidents were identified.

**Associate Relations Policies ➔ p. 64**

### Remedial and Corrective Actions

Honda is striving to create an open organizational culture that allows associates to report any violation related to human rights to their respective superiors or resolve the issue among themselves. At the same time, Honda has set up the Business Ethics Kaizen Proposal Line in Japan and other regions overseas to receive consultation in a fair and neutral manner.

**Business Ethics Kaizen Proposal Line ➔ p. 125**

### Education and Awareness-Raising Activities

Honda provides training on the Honda Philosophy all around the world. The Company also works to promote awareness and thorough implementation of the Code of Conduct by distributing leaflets, posting the relevant information on the corporate intranet, and providing training. Additionally, at the pre-assignment training conducted by job level, Honda provides overseas subsidiary managers and human resources managers with information on regional and country-specific trends and past labor disputes to promote good labor-management relations. For all expatriate associates, the Company raises their awareness of the importance of local labor management in accordance with the Associate Relations Policies, which is applied to daily corporate activities.

Furthermore, since 2022, Honda has been conducting awareness-raising activities through e-learning on human rights for all associates to enhance their understanding of norms set by the international community, the latest trends, and Honda's initiatives and Human Rights Policy.

### Initiatives for Suppliers

As for suppliers, Honda published the Honda Supplier Sustainability Guidelines, which state Honda's basic approach to human rights and labor matters, such as prohibition of forced labor and child labor. Honda has asked its suppliers to put these guidelines into practice.

**Sustainability Initiatives Inspection for Suppliers ➔ p. 95**



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# Human Resources Initiatives

## Diversification Aimed at Leveraging Total Workforce Strength

Individual differences that are demonstrated by its workforce represent a strength of a company in flexibly responding to the ever-changing business environment. Honda pursues workforce diversification in accordance with the conditions and issues in each region of the world, believing that the integration of these individualities will evolve into innovation.

For Honda, diversification of the workforce means to enhance its total strength by providing equal opportunities to people regardless of their personal attributes, such as race, nationality, cultural background, age, gender, gender identity, sexual orientation, past career, educational background and having disabilities or not. Honda also encourages them to respect each other's individual differences and talents while exerting their own abilities to the fullest, based on Honda's philosophy of Respect for the Individual.

Specifically, each of Honda's core regions is hiring and developing personnel by setting a target for increasing the proportion of women and minority groups (in terms of race and nationality, etc.) in management and job assignments in accordance with the conditions of each region. In addition, Honda has been implementing a variety of initiatives for all associates such as facilitating the understanding of the importance of diversity and continually carrying out enlightenment activities.

## Reinforcement of Career-Centered Capability Development to Encourage Self-Improvement

Honda's approach to personnel education is built around on-the-job training (OJT), specifically, building specialized skills and professional capabilities through direct experience while placing considerable emphasis on the independence of each associate and his or her eagerness to take on a challenge.

At the same time, Honda has been implementing the following specific measures to enable associates to pursue self-improvement toward the realization of careers they have autonomously envisioned, and supervisors to further support the development of each individual's abilities.

1. Holding career training by age group
2. Creating opportunities for dialogue with internal and external advisors about careers
3. Introducing assessments to objectively determine the level of business skill acquisition
4. Creating opportunities for supervisors to strengthen the ability to support subordinates' career development
5. Developing self-selective learning programs (on-line and e-learning)

Through the implementation of the above measures, Honda will further strengthen efforts encouraging associates to continue taking up a challenge while fully understanding their individual responsibilities and the significance of their work, as well as urging the management to maintain their active engagement with and provide support to associates.

Annual training hours and cost per associate → p. 143

## Developing a Global Succession Plan

Honda has been developing a Global Succession Plan to systematically develop and appoint competent and motivated talents regardless of an individual's attributes (such as nationality and gender). More specifically, Honda has developed a Global Competency Model (GCM), which represents behavioral traits required of a global leader. The Company has introduced a GCM-based talent assessment system in the Global Leadership Programs renewed in 2021 as part of its efforts to promote the development of successor candidates on a global basis. At the same time, Honda has defined the preconditions and capabilities required of major global positions and facilitates matching with talent information.

In 2021, the Global Talent Board (GTB) was also established, and discussions based on the talent and position information described above were started. From 2023, with the establishment of a new GTB Working Group to discuss talents with a wider range of target groups, Honda will reorganize the Talent Board for each business operation and function to promote company-wide strategic development and appointment of talents.



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# Human Resources Initiatives

## Development of Leaders on a Global Basis and in Each Region

Along with the launch of the Global Succession Plan, Honda has updated its leader training programs in accordance with the GCM.

Since 2021, Honda has been providing the following programs globally.

- Global Leadership Program (GLP)-Transformation
- GLP-Exploration
- GLP-Discovery

While expanding the scale of GLP-Discovery program for young associates in order to form a group of future leader candidates, Honda has narrowed down the target of GLP-Transformation and Exploration programs for senior leaders, providing optimized programs for each.

In each region, Honda is also promoting the development of talents based on GCM. Going forward, the Company will continue to develop further measures in cooperation with the HR members of each business operation and region, while holding GCM as a common indicator for ALL Honda.

## Passing on the Honda Philosophy

In order for Honda to promote the localization of management, it is important to share with associates around the world the standard of business judgment and codes of practice, that is, a set of values such as the Honda Philosophy, Honda core values and competency.

To this end, Honda provides training to confirm and pass on the Honda Philosophy when associates join the Company or are promoted.

Also, to make that training more practical, headquarters executives and regional top management introduce a wide range of practical examples of how they thought and made decisions based on the Honda Philosophy when making decisions and management judgments.



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# Human Resources Initiatives

## Initiatives Related to Diversity

### Advancement in Workforce Diversification

Since 2015, Honda has been positioning and promoting workforce diversification as a company-wide priority task toward demonstrating the total strength of its workforce. "People" play a main role in achieving the 2030 Vision. In addition to the experience and technology that have supported Honda's growth to date, it is now essential to spur innovation through the fusion of diverse values.

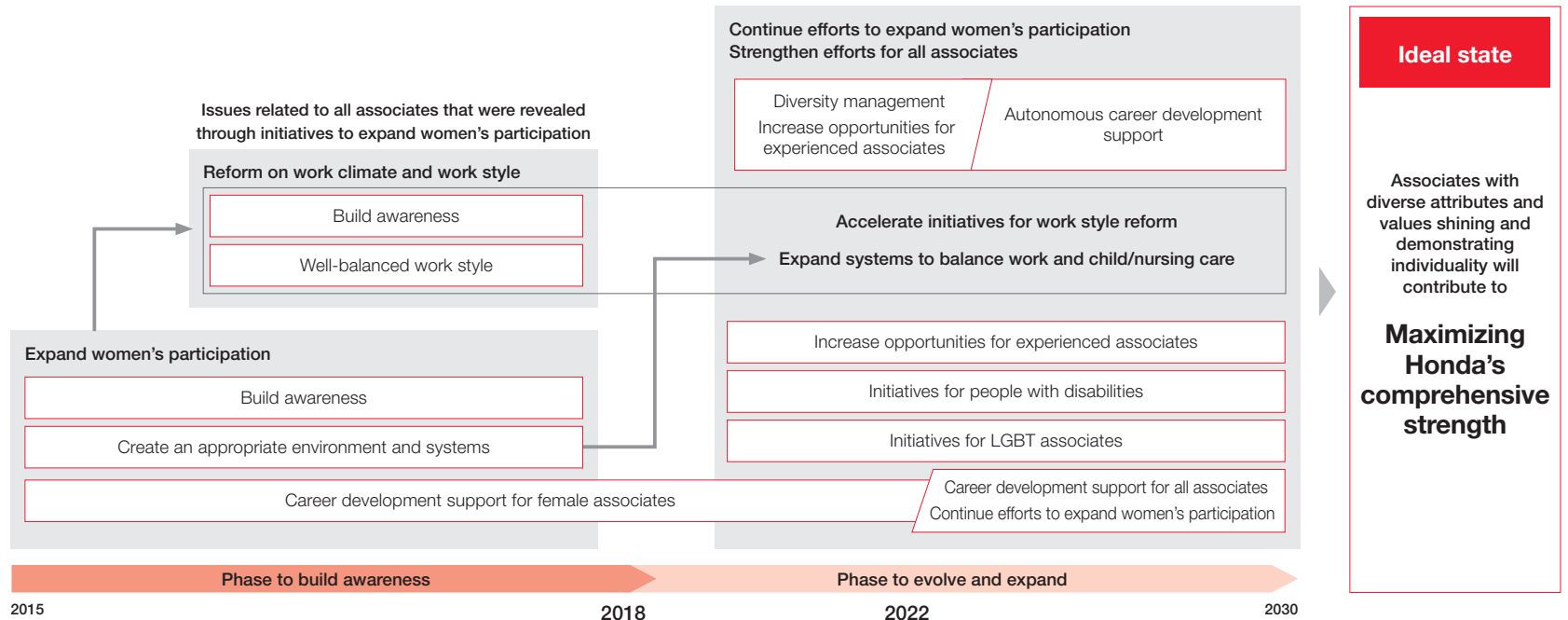
In January 2015, the Company established the Diversity Promotion Office, an organization specialized in diversifying Honda's workforce. In Japan, Honda first embarked on the expansion of women's participation. During the period from 2015

to 2017, which the Company regards as a phase to build awareness, Honda has established a foundation to realize a world where people can equally develop their careers regardless of gender.

In FY2019, the scope of efforts has extended from female associates to all associates, and Honda is moving on to the next phase of evolution and expansion. It has been promoting for all associates, including superiors responsible for managing diverse human resources, experienced associates making up the majority of its workforce, people with disabilities and the LGBT community.

**Honda Diversity & Inclusion (Japanese Only)** <https://www.honda.co.jp/diversity/index.html>

Roadmap for workforce diversification at Honda



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# Human Resources Initiatives

## Promoting Diversity Management

Honda defines diversity management as the establishment of a framework that makes effective use of diverse members. It is crucial not only to have diverse human resources, but also to accept their diversity and respect individuality. Management is working to promote the development of human resources and creation of an organization with a focus on the respect for individuality, and thereby, the Company is proceeding with organizational management with the goal of further growth of Honda through frank discussions among members with diverse values, the creation of new businesses and values, and other innovations.

### Major initiatives for promoting diversity management

Initiative	Lecture on diversity management	Training for cultivating superiors' diversity skills
Aim	Foster an appropriate work climate to accept, nurture and leverage diversity	Identify their own challenges to clarify the way they want to be and learn how to achieve that goal
Target	Associates holding division manager or equivalent positions and those in management positions	Associates holding division manager or equivalent positions
Number of participants	Total of about 1,500 over the three years since 2018	Total of about 240 over the three years since 2018
Duration	2 hours	8 hours/session x 4 days

Initiative	Event for facilitating the understanding of diversity
Aim	Promote engagement of male associates in childcare / understand the need to support women's health and help create an organizational culture that makes the most of diverse individuals
Target	Associates in management positions / general associates
Number of participants	About 330 in the event held in December 2022
Duration	2 hours

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# Human Resources Initiatives

## Meaning of Expanding Women's Participation

In Japan, Honda's efforts to expand women's roles since 2007 have resulted in an increase in the proportion of female associates in the workforce from 5.0% in the 2005 base year to 8.9% in 2022.

In the meantime, while Honda carries out business operations globally, the participation of women, and consequently, the proportion of women holding management positions, lags in Japan compared with other regions. In 2015, with a renewed determination to increase women in management positions, Honda has been working to achieve its target of increasing the number threefold from the 2014 level in 2020 and ninefold in 2025. As a result of its conscious efforts since then, the number of women in management positions increased 2.6 times in FY2021 compared with 2014.

Using FY2021 as the new base year, Honda has updated its target for 2025 and also set a long-term target for 2030 to triple and quadruple the number by 2025 and 2030, respectively, compared with FY2021. Toward the new target, the Company will work to reinforce human resources development at a younger age.

In addition, Honda will encourage male associates to become more involved in childcare as part of its efforts to ensure better employment practices. Specifically, the target for the percentage of men taking childcare leave has been updated to 100% by 2025. In this way, Honda is working to realize a world where people can develop their careers regardless of gender.

Honda also supports the initiative advocated by the Japan Federation of Economic Organizations (Keidanren) to raise the ratio of women occupying executive positions to 30% by 2030.

## Honda's Action Plan

### 1. Period of plan

Five years from April 1, 2021 to March 31, 2026

### 2. Issues at Honda

- (1) Low percentage of women in management
- (2) Although the rate of competition for employment is equal among men and women, there are fewer female associates.
- (3) Not many male associates take part in child care.

### 3. Targets

- (1) Triple and quadruple the number of women holding management positions by 2025 and 2030, respectively, compared with FY2021
- (2) Increase the ratio of new recruits who are women to at least 20% by 2025
- (3) Achieve the percentage of men taking child care leave to 100% by 2025

### 4. Details of initiatives and period of implementation

- <Initiative 1> Continue to foster awareness of the need to embrace diversity
  - Continuously disseminate information from top management (January 2015~)
- <Initiative 2> Nurture female associates and accelerate their utilization
  - Enhance career development support by supervisors based on a career development plan (April 2015~)
  - Continue to conduct interviews regarding career path through career advisors (October 2015~)
  - Continue to provide seminars on work-life balance during child-rearing years (August 2017~)
  - Increase company nurseries; establish an environment to support associates undergoing fertility treatment, including special leave systems (April 2017~)
- <Initiative 3> Continue to strengthen the employment of women
  - Continue to conduct focused publicity for female science and engineering students (March 2015~)
  - Continue to participate in events promoting selection in science and engineering for high school students (March 2015~)
  - Secure and increase points of contact with and webinars for female associates (March 2016~)
- <Initiative 4> Promote engagement of male associates in childcare
  - Revise Honda's systems related to child care (April 2022~)
  - Initiatives to communicate and instill the idea of men taking part in child care and increase the use of relevant systems (October 2021~)



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# Human Resources Initiatives

## Initiatives for Expanding Women's Participation

In order to accelerate the expansion of women's participation, Honda has been promoting initiatives under three pillars: "Build awareness and foster an appropriate work climate," "Support career building" and "Create an appropriate environment and systems" since 2015. As an example of an external evaluation, Honda received "L-boshi" certification\*1 from the Ministry of Health, Labor and Welfare as a female-friendly company in August 2018.

From 2019 to 2021, Honda focused on enhancing systems to help associates balance work and child/nursing care. This effort was geared to promote the realization of diverse workstyles that enable individual associates to yield their maximum performance regardless of their circumstances. The Company also initiated an effort to foster a corporate culture that encourages male associates to become more involved in childcare.

From FY2023, since the system of career development support for female associates has taken root, the Company integrated it into the company-wide autonomous career development policy and strengthened its efforts by expanding the scope of career interviewing and career training to all employees, including male associates. In addition, Honda is working to address women's specific health issues in order to create an environment in which female associates can develop their own careers, take on new challenges, and maximize their abilities.

- Ratio of women in management positions in the Honda workplace in Japan** → p. 144
- Percentage of women in the Honda workplace: FY2023** → p. 144
- Base salary and ratio of total compensation for males and females in Japan** → p. 144
- Major Initiatives for Expanding Women's Participation (from 2015)** → p. 145

\*1 A certification program under the Act on Promotion of Women's Participation and Advancement in the Workplace. Among companies which have created and submitted an action plan, the Minister of Health, Labor and Welfare certifies those showing excellent progress in implementing initiatives for increasing women's participation.

\*2 Associates who have basic knowledge of LGBT issues, personally regard LGBT issues and think and act as supporters on their own accord

## Initiatives for LGBT Associates

With the aim of eliminating discrimination in terms of gender identity and sexual orientation and realizing workforce diversification, Honda has been working to create a corporate culture and environment that naturally accepts LGBT since 2019. In order to cultivate a culture to understand and accept diversity, Honda held a seminar for members of company management in 2019 and provided an e-learning program to associates in management positions in 2020. In 2021, Honda extended the target of the program to general associates as well as held an "ally"\*2 seminar, which was solicited from the public, for associates to gain basic knowledge required as a supporter and show voluntary and proactive action.

In the area of personnel and welfare systems, Honda is treating associates' same-sex partners as spouses and has established an LGBT counseling hotline. By doing so, the Company has created appropriate systems and work environment, which eliminate discrimination and provide comfort and motivation. Additionally, as part of promotion of corporate activities to facilitate society's understanding of LGBT, Honda is supporting LGBT-related and other events. The Company has supported Business for Marriage Equality, a campaign to make visible companies that support marriage equality (legalization of same-sex marriage), since September 2021.

As a result of these efforts, Honda has received the highest Gold rating in the PRIDE Index, which was created by the voluntary organization "work with Pride" to evaluate companies' efforts to create an LGBT-friendly workplace in Japan, for three consecutive years since 2020.

### Initiatives for LGBT Associates

Initiative	LGBT ally seminar
Aim	Provide an opportunity to acquire knowledge as an ally (supporter) and to act voluntarily
Target	Associates in management positions / general associates
Number of participants	Total of about 520 in the seminars conducted annually from 2021 (3 times in total)
Duration	1.5 hours



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# Human Resources Initiatives

## Increasing Opportunities for Experienced Associates to Expand Their Roles

In order for Honda to maximize its comprehensive corporate strength toward the realization of the 2030 Vision, each associate needs to adapt to a change in his or her work resulting from the changes in company operations. Honda has prepared a training program of autonomous career development measures for all associates starting in 2021. The program offers an opportunity for experienced associates who have supported Honda's growth to date to consider autonomous career development focused on individuals.

In terms of the creation of necessary systems, Honda introduced a flexible retirement system in April 2017 to allow associates to choose when to retire (up to the age of 65) according to their plan in order to provide a more suitable working environment for people aged 60 and over.

With the aim of responding to changes in the working environment and more diverse senses of value, Honda implemented a career change support system and a system of shorter workweek and shorter working hours in April 2021 for associates aged between 55 and 58. In step with the times, the Company thereby supports associates' new challenges for demonstrating their strengths in new fields and for following their own lifestyles.

### Overview of career training for experienced associates

Initiative	Training for experienced associates	Career training (Meister Class)
Aim	Consider what they want to accomplish for a fulfilling life, both officially and privately, and foster a willingness to take steps toward further personal growth	Provide an opportunity for each individual to face themselves and envision what they want to be in the future
Target	Associates in management positions / general associates aged 50 to 64	Associates in management positions / general associates aged 50 to 64
Number of participants	Total of about 2,170 from Dec. 2021 to Jun. 2022	Total of about 1,360 from Aug. 2022
Duration	7 hours	7 hours

## Employment of People with Disabilities

Honda actively provides jobs to people with disabilities at its business sites in compliance with laws in each country where it does business.

In Japan, based on the idea of normalization, Honda has been a pioneer in society's efforts in promoting the employment of people with disabilities.

Honda seeks to enable individual associates, regardless of their disability, to make the most of their talents and contribute to society through their work. To this end, the Company is improving the workplace environment so that people with disabilities can work alongside able-bodied people, while taking into consideration each person's disability status.

Honda also established three affiliates in Japan to empower and provide employment opportunities to people with disabilities: Honda Sun Co., Ltd. in 1981, Kibounosato Honda Co., Ltd. in 1985 and Honda R&D Sun Co., Ltd. in 1992 (merged with Honda Sun Co., Ltd. on April 1, 2021).

Employment of individuals with disabilities at Honda Group companies in Japan in FY2023 stands at 2.35%, or 1,005 individuals, which is above the legally mandated level of 2.3%.

**Number of associates with disabilities and percentage of employment of individuals with disabilities in Japan** → p. 144



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# Human Resources Initiatives

## Advancement of Diversification in Employment

Honda will strive to raise the total strength of its global workforce by proactively hiring human resources with diverse backgrounds and enabling these diverse human resources to fully demonstrate their abilities.

The main initiatives undertaken in Japan are as follows.

### ■ Employment of women

With the goal of increasing the ratio of new recruits who are women to at least 20% by 2025, Honda is strengthening initiatives such as participating in and holding industry and company information sessions especially targeting female students majoring in math and science. The percentage of women among new graduates hired in FY2023 was approximately 19.5%.

### ■ Mid-career employment

Amid major changes in the business environment, Honda is strengthening and expanding the employment of work-ready, mid-career workers. In FY2023, mid-career associates accounted for approximately 46% of the total number of new hires.

Moreover, mid-career associates constituted roughly 28% of new managers appointed in FY2023 and play active roles as core human resources after joining the Company.

### ■ Employment of people with disabilities

Honda proactively hires people with disabilities not only at affiliates but also at each business site and promotes the creation of a comfortable working environment.

### ■ Global hires

Honda has been recruiting foreign exchange students studying at universities and graduate schools in Japan and started a Global Employment Program to hire human resources directly from overseas labor markets.

Number of global hires → p. 144

## Helping Associates Balance the Demands of Work, Parenting, Nursing Care and Medical Treatment

In Japan's increasingly aging society with a declining birthrate, establishing an environment where people can balance work, parenting, nursing care and medical treatment is a social issue. Under such circumstances, Honda works actively to provide programs that help associates balance the demands of work, parenting, nursing care and disease or fertility treatment, and to gain an understanding of these programs by sending information by means of guidebooks and the corporate intranet.

In April 2014, Honda introduced a Selection-based Welfare Program (Cafeteria Plan) giving associates the options of support for nursing care, as well as life events such as childbirth and child care, including babysitter agent services and child-care items rental.

As a result of these initiatives, Honda has been certified as a company that supports child-rearing by the Japanese Minister of Health, Labor and Welfare. Honda has been implementing other initiatives as well to meet diverse needs of individual associates. Specifically, the Company introduced a system of transfer and a system of leave in April 2018 for associates to accompany their spouses being transferred. In April 2019, the Company also extended the scope of its existing system of short working hours, remote work system and half-day paid leave system. Beginning from April 2020, Honda introduced a system of short-term leave for disease and fertility treatment and a system of long-term leave for fertility treatment. In addition, the Company has introduced postpartum partner leave starting in April 2022 and childbirth leave starting in October 2022 to encourage associates to participate in childcare as partners.

Honda will continue to establish systems and an environment to accelerate initiatives related to diversity (→ p. 71) and enable both varied lifestyles and careers desired by individual associates.

Number of associates who utilize child/nursing care support in Japan → p. 144

Reinstatement rate (%) in Japan after taking child care leave → p. 144

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# Human Resources Initiatives

## External Evaluations of Honda's Initiatives for Promoting Diversity

### “L-boshi” Certification

In August 2018, Honda received the ‘L-boshi’ certification from the Japanese Minister of Health, Labor and Welfare, which recognizes the company as promoting female participation.



### “Kurumin” Certification

In July 2012, Honda received the ‘Kurumin’ certification from the Japanese Minister of Health, Labor and Welfare, which recognizes the company as supporting child-rearing.



### PRIDE Index 2022

In November 2022, Honda received the highest Gold rating in the PRIDE Index – an index that evaluates companies’ efforts to create workplaces that are friendly to sexual minority groups, including LGBTQ.



### Selected for the New Diversity Management Selection 100

In March 2019, Honda was commended by the Minister of Economy, Trade and Industry for its diversity management which leads to value creation by leveraging the abilities of diverse human resources.



## Direction of Future Initiatives

In addition to recruiting diverse human resources, Honda views the acceptance of diversity as an integral element of its philosophy on diversity. Honda believes that respect of the individual will help foster individuality and draw out each person’s unique abilities, thus increasing motivation at work.

Honda will maintain its ongoing initiatives to expand the participation of women. At the same time, it will extend their scope to all associates to further advance and expand diversity in the true sense of the word. As the world enters an era of great uncertainty and an era of the 100-year life, Honda is reaching the second foundation phase and it is becoming more important that each and every associate will autonomously explore his or her own career, exercise independence and achieve personal growth. By going ahead with the establishment of a system to support associates’ voluntary career development, Honda will strive to provide greater motivation at work for associates and strengthen both individual and organizational competitiveness.



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# Human Resources Initiatives

## Building Motivating Work Environments

### Realizing Work Styles That Pursue the Quality of Output and More Effective Use of Time

As expressed in the saying “Work hard and play hard,” Honda has been striving to increase the density of working hours through new ideas and ingenuity and generate more time to enjoy life. Toward this goal, proactive efforts have been made to build work environments that enhance associates’ motivation at work. These efforts date back more than 50 years to the 1970s and include the introduction of shorter work hours and implementation of an initiative jointly promoted by labor and management to encourage associates to use their allotted vacation time in full\*.

From the viewpoint of work style reform, Honda is further evolving its initiatives to create a culture and environment that enables diverse human resources to demonstrate their abilities to the fullest in order to pursue the quality of output and make the most effective use of limited time. While implementing appropriate time management, Honda has been making efforts to encourage flexible work styles for increasing output within a limited amount of time and to raise awareness of both management and associates for streamlining work and promoting the delegation of authority. Honda has also been engaging in additional year-round activities geared toward improving productivity.

In addition, Honda has eliminated core hours at the time of arrival at work, allowing for a more flexible work style regardless of where associates work.

In pursuit of maximum efficiency and results for both the individual and the organization, the Company’s basic policy is to have associates come to the office and work face-to-face (in real life). At the same time, however, the Company allows for the effective use of remote work system based on management judgment, taking into account the job description, experience, and work flow of individual associates. In particular, regarding remote work for reasons such as childcare or nursing care, the Company gives consideration to the extent possible and operates in a flexible manner.

As a result, total annual working hours averaged 1,963 per associate in FY2023, and associates averaged 20.1 paid vacation days.

\* An initiative to prevent vacation days from being lost when the number of annual paid vacation days that can be carried over to the next year is exceeded

Furthermore, with the aim of accelerating inter-organizational cooperation and individual independence, the rules of the flextime system have been standardized throughout the Company since April 2023. Honda is creating an environment that encourages collaboration across organizational boundaries and helps associates with a strong will to demonstrate their abilities through more flexible work styles, so that each and every associate can feel job satisfaction.

Total working hours per associate and average paid vacation days taken in Japan → p. 146

## Counseling Hotlines for Associates

Honda supports associates by operating a variety of counseling hotlines as a way to build a healthier work environment.

### Examples of counseling hotlines in Japan

Hotlines	Description
Counseling hotlines dedicated to balancing work, parenting, family life responsibilities and medical treatment	Honda operates a counseling hotline at each worksite’s human resources and general affairs department to accommodate counseling requests from associates striving to balance work and family responsibilities, and to promote awareness and utilization of the Company’s support programs. Each hotline is staffed by a pair of male and female counselors, who field counseling requests from associates themselves and from their supervisors.
Harassment counseling hotline	Honda operates a harassment counseling hotline for all associates in order to prevent any harassment in the workplace and to facilitate the rapid and appropriate resolution of incidents.
LGBT counseling hotline	Honda operates a hotline for LGBT associates to accommodate requests for advice on their worries and problems and inquiries about support programs. The hotline also provides advice to other parties concerned, who are unsure of how to respond to LGBT associates, and works to prevent negative consequences of unintended outing.
Life planning seminar hotline	Honda offers life planning seminars to give associates an opportunity to start thinking about their life purpose, health and economic planning so that they will be able to lead a rich and fulfilling life. Seminars are also open to associates’ spouses. In-house seminar instructors and a secretariat offer one-on-one counseling for associates who have participated in the seminar.





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# Human Resources Initiatives

## Evaluation and Treatment

### Personnel Evaluation System

In accordance with Respecting Initiative, Ensuring Fairness and Encouraging Mutual Trust based on the Three Principles of Personnel Management, Honda has introduced human resource evaluation programs that are tailored to the specific regional characteristics in each region of the world.

For example, in Japan, Honda places emphasis on two-way communication with supervisors in associate development and evaluation, and all associates have at least five interviews with their supervisors each year. During the first interview in April, which is the beginning of the fiscal year, associates come out with their desired career and future vision, and how to realize that aspiration through their supervisor's advice. They then work out their individual role and action targets based on the organization's business goals for the fiscal year in question.

At biannual interviews, associates themselves look back on their performance during the preceding six months and report to supervisors. Feedback interviews are then conducted, in which supervisors evaluate associate performance and initiatives and feed back each associate's strengths and weaknesses. Additionally, by facilitating a discussion of subjects such as future objectives and career directions, the interviews pave the way for associates' skill development and raising motivation.

**Percentage of associates going through the evaluation programs** → p. 146

## Compensation and Incentives

Based on the Three Principles of Personnel Management, Honda gives its associates equal opportunities to make the most of their individual potential and carefully evaluate their abilities and accomplishments at business sites regardless of personal factors. Honda's compensation and evaluation system is built in line with the above approach in consideration of the needs and conditions of each region.

Honda in Japan has adopted a compensation and evaluation system in which performance of general associates is evaluated in two stages: development of abilities and demonstration of abilities. In the former stage, Honda places emphasis more on how associates' abilities evolve, whereas associates' demonstration of abilities and achievement are focused on in the latter stage. An annual salary system is applied to compensation for associates in management positions or higher. The higher their positions are, the more their accomplishments and company performance are taken into consideration.

**Percentage of performance-based remuneration in Japan** → p. 146

**Starting salary in Japan** → p. 146



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# Human Resources Initiatives

## Establishing a Good Relationship with Associates

### Creating an Environment of Free and Open Dialogue

In accordance with Encouraging Mutual Trust based on the Three Principles of Personnel Management, Honda declares in the Associate Relations Policies that associates and the Company will respect each other's views and endeavor to promote mutual understanding. Maintaining a relationship of mutual trust, associates and the Company will make every effort to engage in sincere discussions about any issues that might arise or exist. In line with the policies, Honda strives to maintain a good relationship and resolve issues that arise through dialogues with its associates.

In addition, an appropriate notification period is set in advance in case of the implementation of important corporate measures that have a marked impact on associates.

## Measurement of Associate Engagement

Honda measures associate engagement in all regions to obtain associate feedback for building a healthier and more comfortable work environment.

The measurement is conducted based on the common criteria within each region, with the target of achieving a "very good" engagement level of associates working at Honda in each region.

The measurement results are used as basic data in activities to create a work environment in which each associate shines and demonstrates individuality.

In Japan, Honda has been monitoring changes in associates' engagement level every year since 2018. The degree of attainment of target values, changes over time, and comparison results with other companies are fed back to each workplace.

Managers at the section manager level and above at each workplace use the detailed results by department with the aim of creating an environment that provides greater motivation at work for diverse human resources, and work to understand the actual situation in the workplace, provide feedback to members, and engage in free and vigorous dialogue for workplace development.

Associate engagement in Japan → p. 146



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# Human Resources Initiatives

## Occupational Safety and Health

Honda's efforts to build a safe and secure work environment have their origin in the Company Principle formulated in 1956.

They are also based on the Fundamental Beliefs of "Respect for the Individual" and "The Three Joys."

Under the safety principle of "no safety, no production," which has been passed on since its founding, Honda seeks to realize a work environment that brings the joy that all people can work with a true sense of security.

Based on this principle, Group companies in all parts of the world have established basic policies for occupational safety and health based on respective regional needs and conditions. To eliminate serious industrial accidents in Japan and overseas, Group companies also promote activities aimed at preventing industrial accidents and their recurrence, as well as ensuring the health of associates.

In December 2022, the Company also created a mid- to long-term "Safety and Health Policy," which outlines the safety and health activities to be practiced by associates around the world. Based on this policy, Honda strives to create a safety and health workplace, while each associate works to maintain such a workplace and to prevent and minimize accidents.

### Safety and Health Principles

Honda's safety principle of "no safety, no production," is based on the concept of how important and precious it is for each and every associate to be able to work safely and to the best of their ability in both physical and mental health, and the Company will strive to be progressive in its actions to achieve a safe workplace.

### Safety and Health Policy

Aiming for a safe, healthy, and lively workplace, the Company will conduct safety and health management activities based on the company-wide safety policy with the aim of fostering and spreading a culture of safety among all associates: from "safety that is given to us" to "safety that we protect ourselves and safety that we create for ourselves."

### Safety and Health Activities

1. We will perform the risk evaluation of work related business operations, and invest resources as much as necessary to prevent occupational accidents.
2. We will disseminate the safety and health policy, and all associates will perform safety and secure workplace by implementing safety training and safety activities.
3. We will observe the related regulations and internal standards and work on all aspects of accident prevention and healthy maintenance promotion.
4. We will implement and operate this policy and the safety and health management manual accordingly and perform the improvement of safety awareness for all associates.
5. We will support mental and physical health maintenance promotion positively and practice health management.
6. We will have the awareness and responsibilities as associates of Honda and eradicate 4 pernicious traffic violations and positively act on "Zero traffic accidents".

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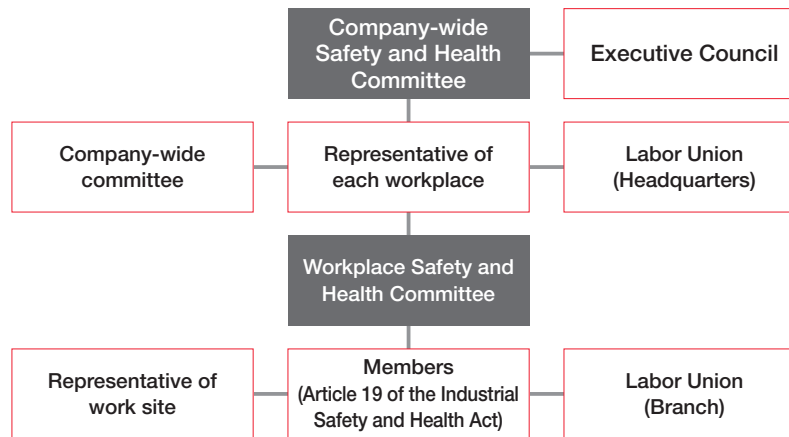
# Human Resources Initiatives

## Safety and Health Governance Structure

Honda has established a Company-wide Safety and Health Committee chaired by the vice president in 2022 to strengthen safety and health within the Honda Group by providing company-wide policies and implementation instructions for horizontal deployment regarding the occurrence of serious accidents, etc.

As for a workplace\*1 safety and health governance structure, Honda has established a Safety and Health Committee, led by the Safety and Health Management Division, to enforce safety and health governance. Issues are shared and discussed jointly among labor and management for establishing a system to realize a safe and comfortable work environment.

Committee system diagram



Additionally, the Company-wide Safety and Health Audit Committee, chaired by the vice-chairman of the Company-wide Safety and Health Committee, conducts occupational safety and health audits to check on the operation of an Occupational Safety and Health Management System (OSHMS) and progress in implementing compliance-related matters, thereby ensuring a high level of safety and health standards throughout the Company.

\*1 In accordance with the Industrial Safety and Health Act, each organization is described as a "workplace" in this part.

\*2 Refers to working environment management, work management and health management and constitutes the fundamental approach to work and health management.

## Safety Initiatives

### Domestic and Overseas Workplaces

To increase the effectiveness of safety management at each workplace in Japan and in each overseas region, the Regional Operations take the lead in carrying out proactive activities by focusing on the implementation of an occupational safety and health management system, diffusion and execution of risk assessment and the establishment of explosion and fire prevention measures.

Honda also conducts occupational safety and health audits and reviews based on a plan to share recognition of safety and health management. At the same time, the Company strives to improve the management system as well as to develop human resources for safety control at each domestic workplace and in each overseas region.

### Collaboration with Domestic Related Group Companies

The Company has established a safety hotline between Honda and related group companies and is working to prevent the recurrence and prevention of accidents through speedy development in cooperation with each company and the exchange of information that contributes to the improvement of safety and health activities.

### Creating working environment criteria

Honda stipulates workshop environmental criteria in its Comfortable Workplace Guidelines and Hazardous Operations Management Regulations. In accordance with the three basic items of work and health management\*2, the Company performs periodic inspections and improvements to appropriately maintain and manage its working environments.

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# Human Resources Initiatives

## Safety and health education and training

The department, responsible for supervising company-wide safety and health, plays a key role in providing training for safety engineers in machinery and equipment (Safety Assessor training\*1) and other training programs aimed at developing safety and health experts, and the number of accidents and fires caused by machinery and equipment has steadily been reduced.

In addition, Honda develops managers and auditors at all levels through Occupational Safety and Health Management System training.

Each workplace also provides various training programs for its associates.

Training situation for safety and health (accumulated number of participants)

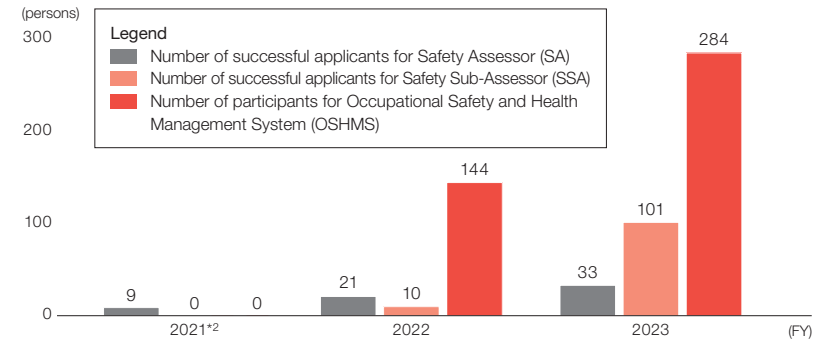
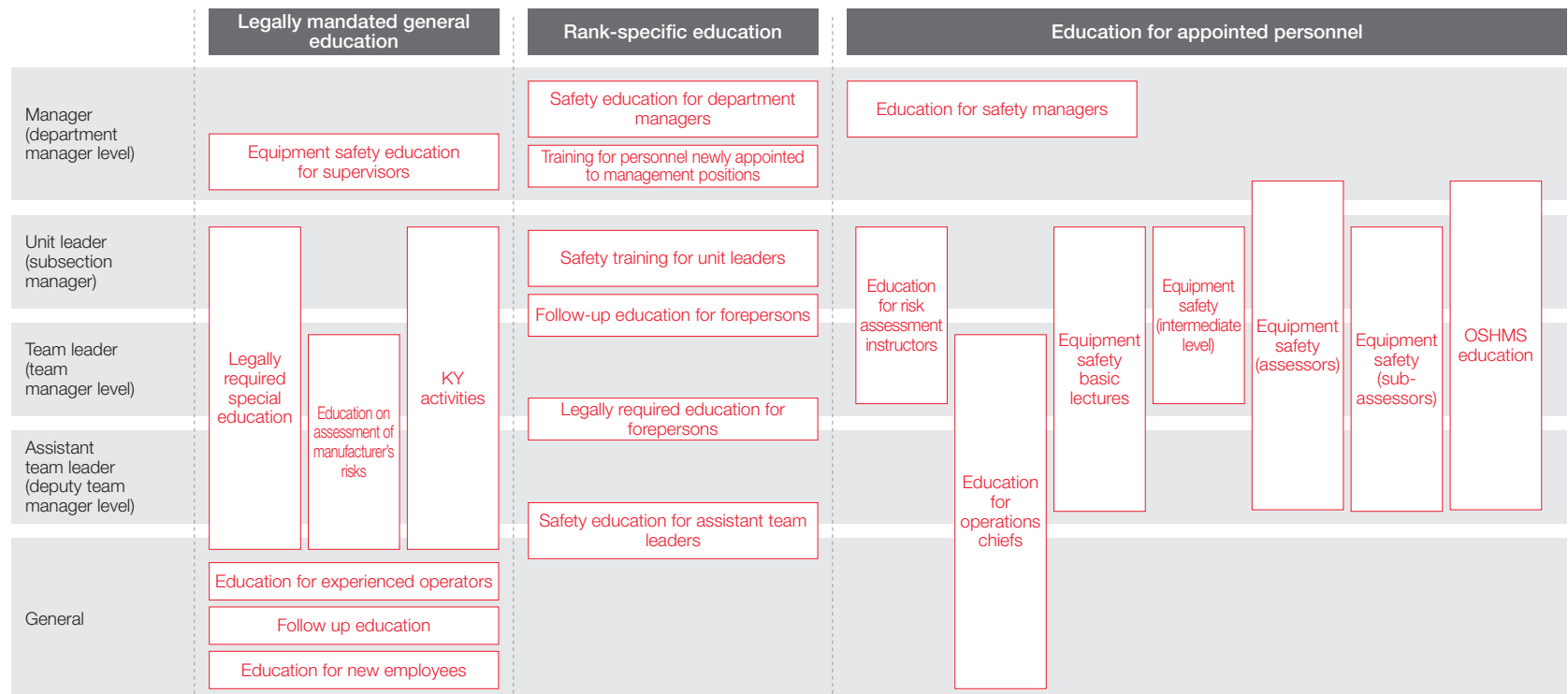


Diagram of Honda's health and safety training scheme (production activities)



\*1 Assessor : A person who makes a judgement or evaluation.  
 \*2 In 2020, there was an impact of course cancellation due to an increase in the number of COVID-19 infected patients

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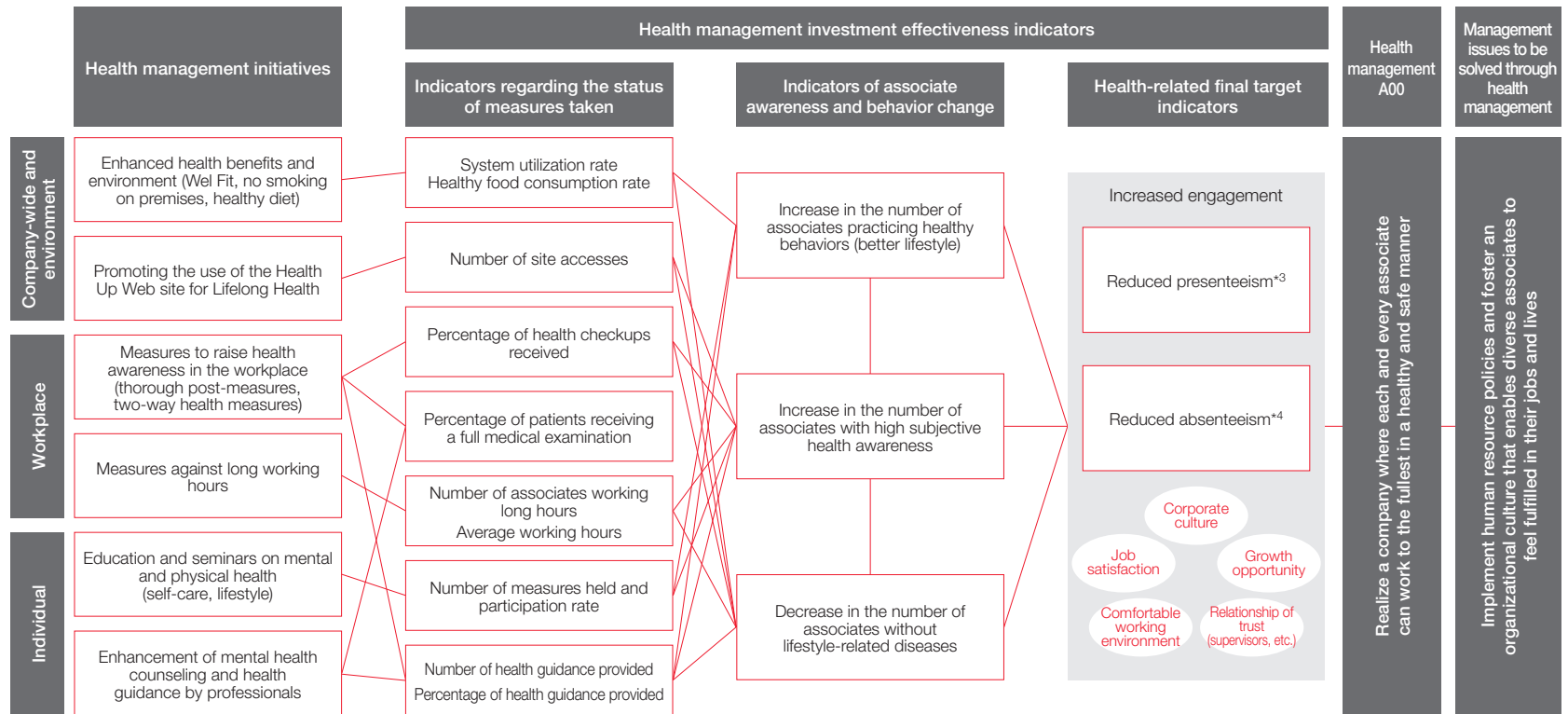
## Initiatives for Health and Productivity Management

Honda hopes that all of its associates remain healthy in the same way we strive for safety.

Honda aims to become a company in which each associate works safely and energetically while remaining healthy both physically and mentally as they make their own efforts to maintain and promote their health for their own future in a comfortable work environment.

Toward achieving this goal, Honda has formulated a Health Statement and set three pillars\*1 and five matters for better health management \*2, which represent its health and productivity management policies. Under the top message “Keep taking up a challenge in maintaining and improving health, as strengths of individuals lie in being healthy,” Honda is promoting health and productivity management in which everyone voluntarily strives to maintain and improve health.

Honda Health Management Strategy Map



\*1 Three pillars:  
 (1) Promote more educational activities on how each individual can work toward becoming healthier and staying healthy; Provide more feedback on results of the periodic health checkups and physical fitness tests  
 (2) Conduct activities involving the whole workplace for promoting more health awareness  
 (3) Promote activities for continuously improving the workplace environment

\*2 Five matters for better health management:  
 (1) Enough good quality sleep  
 (2) Nutritionally well-balanced meals  
 (3) Habit of regular physical exercise  
 (4) No smoking  
 (5) Only moderate drinking

\*3 Presenteeism: condition in which the employee is attending work, but productivity is declining due to health issues

\*4 Absenteeism: absence from work (sick leave) due to health problems



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# Human Resources Initiatives

## Major Activities under the Three Pillars

### (1) Promote more educational activities on how each individual can work toward becoming healthier and staying healthy; Provide more feedback on results of the periodic health checkups and physical fitness tests

For realizing lifelong health, Honda strives to create an appropriate environment for carrying out enlightenment activities and making health promotion efforts. Such efforts include providing monthly newsletters on topics concerning the Five Matters for Better Health Management and operating a specialized website on health-related information.

As another example, Honda promotes the establishment of a more favorable lifestyle by educating people on how to get a good quality sleep and how to deal with the effects of alcohol.

### (2) Conduct activities involving the whole workplace for promoting more health awareness

Honda encourages more proactive health promotion efforts at the workplace by aggregating and sharing information on the status of initiatives related to the Five Matters for Better Health Management by workplace or department.

### (3) Promote activities for continuously improving the workplace environment

To encourage its associates to take well-balanced meals, Honda offers daily healthy menus that give appropriate consideration to the caloric intake, salt content and vegetable intake at its company cafeterias. On the monthly "Healthy Food Day," Honda provides health-themed dishes by making full use of the characteristics of the ingredients in all menus.

To make physical exercise a habit, the Honda Health Insurance Association allots points based on daily pedometer records. Honda also encourages exercise by providing financial support to associates using fitness and sports facilities, participating in sporting events and purchasing sporting goods as part of its welfare program.

In addition, the Company is providing seminars to assist smokers in quitting smoking.

## Measures to Promote Mental Health

In 2009, Honda announced a Mental Health Policy and has since been working on both creating vitality in associates and in the workplace and providing problem-solving support in an organized, systematic and ongoing manner.

### Honda-Wide Mental Health Policy

#### Basic approach

Based on its fundamental belief of Respect for the Individual, Honda embraces individual diversity and values communication, and by doing so, will make its utmost efforts to maintain well-being so that all associates dedicate themselves to their jobs with enthusiasm while drawing energy from and taking pride in their work.

### Activity structure

To implement mental health activities, Honda has established a companywide mental health promotion team specialized in activity planning and management. Each of Honda's business sites has also established its own workplace mental health promotion team.

Honda's major mental health initiatives to promote the mental wellbeing of its associates include "preventative education," "improving working environments," "checking stress levels," "enhancing counseling programs" and "support for those returning to work after taking time off." The Company also distributes leaflets and pamphlets to associates aimed at facilitating an understanding of mental health care.

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# Human Resources Initiatives

## External Evaluations

### Recognized under the 2023 Certified Health & Productivity Management Organizations Recognition Program

Following the previous year, Honda was again recognized in the large enterprise category of the 2023 Certified Health & Productivity Management Organization Recognition Program. Jointly promoted by Japan's Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, the program recognizes companies that consider health management of employees from a corporate management viewpoint and strategically promote related efforts.

