

# 4

**Social**

**Human Resources**

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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 are self-motivated and can fully demonstrate their abilities, individuality, and creativity, 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:

- 1. 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.
- 2. 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.
- 3. 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.
- 4. 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.
- 5. 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

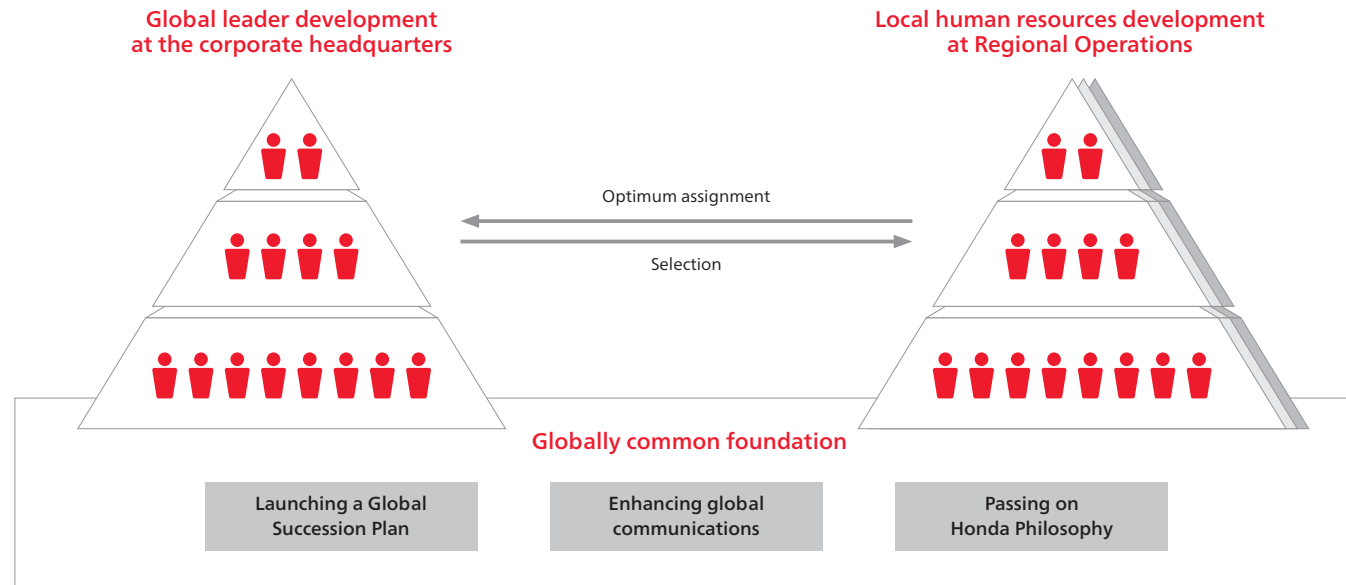
In accordance with its Company Principle, "maintaining a global viewpoint, Honda is dedicated to supplying products of the highest quality yet at a reasonable price for worldwide customer satisfaction," Honda has been proactively developing business with a view to entering the global markets since its 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

### Global human resources management approaches

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 continues to diversify and localize its workforce with multinational people and is working also to utilize local associates in Japan. This allows Honda 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.



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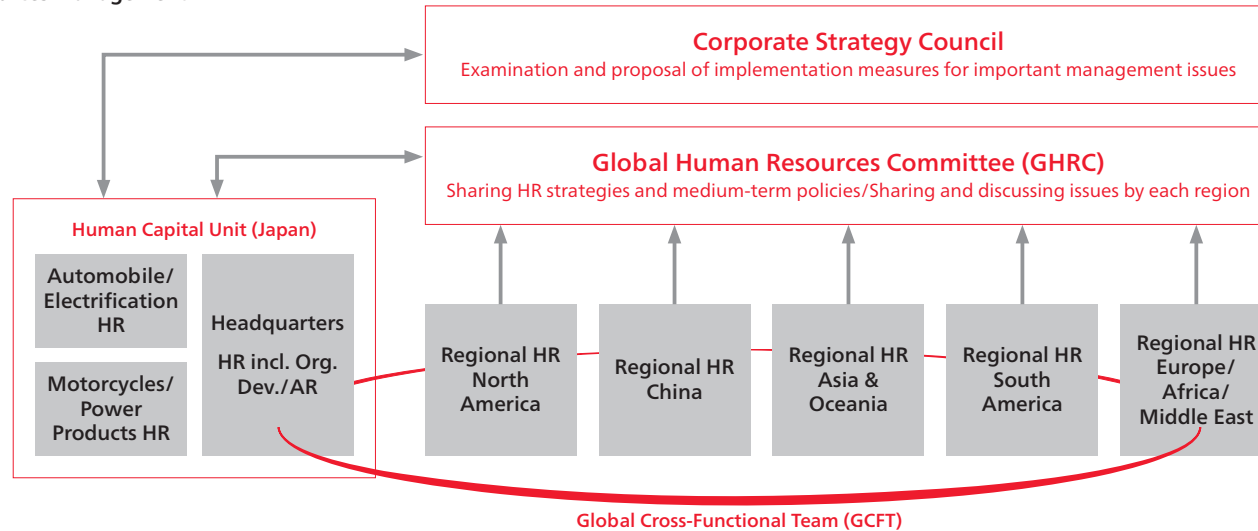
# Global Management

## 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.

### Global human resources management



Furthermore, the Global Cross-Functional Team (GCFT), consisting of HR members selected from each region, discusses how to implement effective and comprehensive global HR measures from more diverse perspectives and strengthens the development of company-wide activities. The GCFT also visits each region (Regional Visits) to gather information on the current status of the region and the voices of local associates in order to strengthen global collaboration.

Through these efforts, the Company aims to strengthen its global HR function as “One Strong HR Team” and contribute to improving Honda’s competitiveness.



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## Human Resources Initiatives

### Promoting Diversity to Maximize Corporate Comprehensive 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, gender expression, 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.

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# Human Resources Initiatives

## Initiatives in Japan

1. Career training
2. Career counseling (opportunity for dialogue with internal/external advisors about careers)
3. Skill assessment
4. Selected management skills improvement training
5. Self-selective learning programs (on-line training/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. 155

### FY2024 Results

	Content and results	Number of participants per year (participation rate)
1. Career training	<ul style="list-style-type: none"> <li>■ Promoting associates to deepen their self-understanding based on their own values and thoughts through dialogue with their peers, foster an awareness of career autonomy, and change their behavior</li> <li>■ Participants became able to set career goals and break them down into concrete plans. They are inspired by their peers and motivated to take new actions.</li> </ul>	4,557 (17.5%)
2. Career counseling	<ul style="list-style-type: none"> <li>■ Supporting associates to deepen their self-understanding based on their own values and thoughts, resolve their worries and anxieties, and achieve career autonomy through one-on-one dialogues with career consultants</li> <li>■ Participants gained a deeper understanding of themselves and a clearer picture of the career that will make the most of themselves. They had a better understanding of their work and increased motivation. Communication between superiors and subordinates became smoother.</li> </ul>	1,600 (4.4%)
3. Skill assessment	<ul style="list-style-type: none"> <li>■ Online assessment to measure the skills and competencies commonly required of associates so that they can identify their own strengths and weaknesses and utilize opportunities for skill development</li> <li>■ Participants became able to visually recognize the level of their general skills, both internally and externally, and this information helps them choose their next step (learning opportunity).</li> </ul>	1,927 (5.6%)
4. Selected management skills improvement training	<ul style="list-style-type: none"> <li>■ Enhancing the will and ability of associates responsible for management tasks to lead change through continuous self-reflection and practice in each workplace through a six-day training program</li> <li>■ Participants evoke their own intrinsic motivation as leaders, improve their management skills in both strategic planning and human organization, and contribute to the practice of actions in the workplace based on their learning.</li> </ul>	Management: 368, Management candidates: 340
5. Self-selective learning programs (on-line training/e-learning)	<ul style="list-style-type: none"> <li>■ Selective online training to enhance the skills and competencies commonly required of associates, and e-learning programs that allow them to freely select from a large number of courses in general-purpose business skills</li> <li>■ Each individual chooses to learn based on their own strengths and weaknesses, thereby contributing to the autonomous acquisition of general-purpose skills.</li> </ul>	Cumulative total: 21,904



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# Human Resources Initiatives

## 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 implemented a GCM-based talent assessment in the Global Leadership Programs 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.

The above-mentioned talent and position information is shared and discussed with management at the Global Talent Board (GTB). In addition, with the establishment of the GTB Working Group to discuss talents with a wider range of target groups and the Talent Board for each business operation and function, Honda is promoting company-wide strategic personnel education.

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

Along with the launch of the Global Succession Plan, Honda has implemented the Global Leadership Program in accordance with the GCM.

- **Global Leadership Program (GLP) -Transformation**  
Program for department heads to complete their foundation as global executives
- **GLP-Exploration**  
Program for section managers to form the core competencies as the next generation of global leaders
- **GLP-Discovery**  
Program for younger associates to create grounds for becoming global leaders

In each region, Honda is also promoting the personnel education 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

To maintain a corporate culture unique to Honda, 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.

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

Also, to make the content of such training, etc. more practical, case studies are utilized to illustrate how management members or regional top management thought and decided based on the Honda Philosophy when making decisions and management judgments.

Furthermore, in April 2023, the Company redefined its global brand slogan, "The Power of Dreams," by adding the statement "How we move you." as a sub-sentence. This is a clear statement of Honda's raison d'être and the value it provides in view of the circumstances surrounding the present age.

To ensure that all associates have a deep understanding of the ideas contained in the Company's slogan and act on their own dreams, Honda is developing various initiatives, including direct messages from management. In December 2023, a new committee consisting of the headquarters and each region was established to formulate an action plan for each region, thereby accelerating efforts to ensure consistency not only in Japan but also on a global basis.

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# Human Resources Initiatives

## Diversity-related Initiatives

As Honda's diversity initiatives are relevant to all associates, the Company has positioned the three years since 2015 as a phase to build awareness and has first strongly promoted the expansion of women's participation in the workplace, which is a challenge in Japan. In the phase of evolution and expansion starting in 2018, the scope of the Initiatives has been expanded from female associates. The initiatives are being promoted to all associates, including superiors responsible for managing diverse human resources, experienced associates, people with disabilities and the LGBTQ+ people.

In work style reforms, Honda respects the wishes of individual associates and

will promote reforms that make them feel fulfilled in their work.

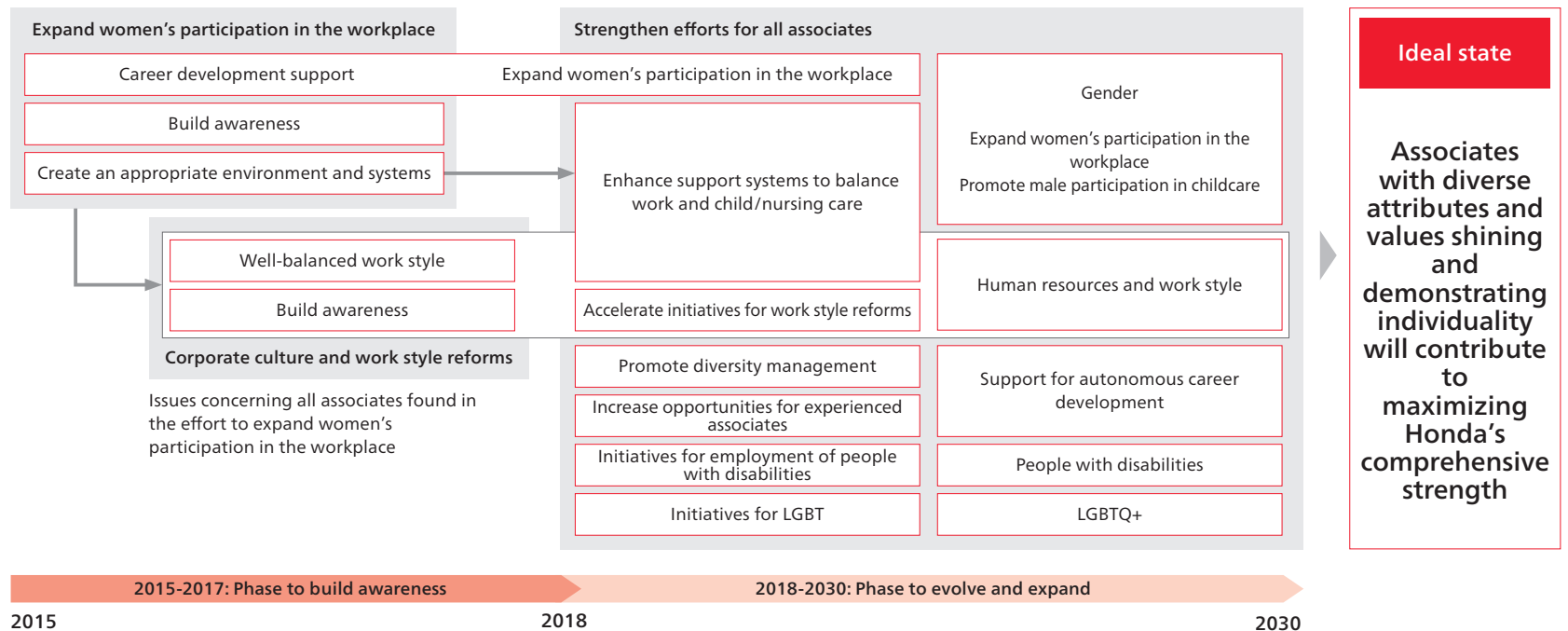
At the same time, the Company is proactively developing measures to enable individuals to career development autonomously and realize their dreams and goals.

Honda hopes to build a organizational culture that inspires innovation by bringing together, accepting, and integrating diverse individuals, and to be a company that sincerely addresses social issues involving people.

To foster awareness and publicize its corporate stance, the Company strives to communicate internally and externally through its website and internal portal site, and actively interacts with experts in the diversity field and other companies.

Honda Diversity (Japanese only) <https://global.honda.jp/diversity/>  
 Major diversity-related initiatives in Japan → p. 80

### Roadmap for Honda's diversity in Japan





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# Human Resources Initiatives

## Major internal and external initiatives for diversity in Japan

Initiative	Diversity initiatives event	Awareness-raising seminar on disabilities	LGBTQ+ ally seminar	Childcare support seminars	
				Pre-childcare period seminar	Seminar for balancing work and childcare
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.	Understand the current situation regarding the employment of people with disabilities and the environment surrounding companies as the first step in fostering awareness of people with disabilities.	Provide an opportunity to acquire knowledge as an ally (supporter) and to act voluntarily.	For associates before childbirth to eliminate concerns and resolve uncertainties during the childcare period, establish a vision for balancing work and childcare, and prepare to realize career development during the childcare period.	For associates after childbirth to address the challenges of balancing work and childcare during the child-rearing period and reconstruct career development from a medium- to long-term perspective.
Target	Associates in management positions/general associates	Associates in management positions	Associates in management positions/general associates	All associates	All associates
Period/Number of participants	December 2022 329	December 2023 Approx. 150	Conducted annually from 2021 Total of about 600 (4 times in total)	Trial implementation in FY2024 (Full-scale implementation starting in FY2025)	Conducted annually from FY2018 Total of 1,474
Duration	2 hours	2 hours	1.5 hours	3.5 hours	3 hours
External activities			External communications		
Interaction with experts in the diversity field and other companies			Communication on the company website on diversity-related social issues		
<ul style="list-style-type: none"> <li>■ Participation in the Work-Life Balance and Diversity Promotion and Research Project sponsored by the Chuo Graduate School of Strategic Management, Chuo University (from 2015)</li> <li>■ Presentation at the above project debriefing (2023)</li> <li>■ Presentation at the Diversity &amp; Career Forum (2023) hosted by Mitsui Fudosan Co., Ltd.</li> </ul>			<ul style="list-style-type: none"> <li>■ Message from top management (2022)</li> <li>■ Diversity initiatives event (male childcare participation/women's health issues for 2023)</li> <li>■ Awareness-raising seminar on disabilities (2024)</li> <li>■ Good examples of male childcare participation (from 2022)</li> <li>■ Health issues in the workplace (2023)</li> </ul>		

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## Human Resources Initiatives

### Efforts to Expand Women's Participation in the Workplace

Recognizing the expansion of women's participation in the workplace as a priority issue in Japan, Honda has goals since 2015 to realize equal career development regardless of gender and has been working on "awareness and culture reform," "career development support," and "system and environment development" as key pillars of its promotion efforts.

In 2021, Honda renewed the goals to "triple the number of women in management positions by 2025 and quadruple it by 2030 respectively, compared with FY2021," and to "increase the percentage of newly hired female graduates to at least 20% by 2025" and supports the Keidanren's initiative to have 30% female executives by 2030. From 2022, the Company is also working to address women-specific health issues and is strengthening and accelerating its promotion efforts to achieve its goals.

As a result of such efforts, the number of female executives is 1.4 times higher than in FY2021, and the percentage of newly hired female graduates is approaching 20%.

Taking the changing business environment as a chance to expand opportunities for women to play an active role, the Company will continue its approach to this issue.

### Efforts to Promote Male Childcare Participation

Honda will further promote work styles that allow men to participate in childcare, along with efforts to expand women's participation in the workplace. The Company aims to have 100% of male associates take 5 days of leave for childcare purposes (postpartum partner leave + childcare leave) by 2025. To create a corporate culture and organization in which both men and women can balance their work and private lives and develop their own personal careers, the Company is fostering awareness in a step-by-step manner by formulating policies, disseminating good examples, and holding seminars. In FY2024, the percentage of male associates taking leave for childcare purposes reached 88.9 % for one or more days, and 74.0 % for five or more days.

Ratio of women in management positions in the Honda workplace in Japan → p. 156

### Action Plan Based on the Act on Promotion of Women's Participation and Advancement in the Workplace

#### 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 LGBTQ+

Honda respects the diversity of gender identity, sexual orientation, and gender expression, and is working to create a corporate culture and environment that naturally accepts LGBTQ+\*1 individuals. 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 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 allows the use of working names according to the transgender person’s self-identified gender. Honda has also set up a consultation service, which is available at any time. By doing so, the Company has created appropriate systems and work environment where everyone accepts diverse individuals and feels comfortable and fulfilled in their work. Additionally, as part of promotion of corporate activities to facilitate society’s understanding of LGBTQ+, Honda is supporting LGBTQ+-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 work with Pride Association to evaluate companies’ efforts to create an LGBTQ+-friendly workplace in Japan, for four consecutive years since 2020.

Overview of LGBTQ+ ally seminar → p. 80

\*1 There are several generic terms for sexuality, including LGBT and LGBTQIA; Honda recognizes diversity of all genders, and therefore has adopted the term LGBTQ+ since 2023.

\*2 Associates who have basic knowledge of LGBTQ+, consider LGBTQ+ issues as their own and voluntarily think and act as supporters

### 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 starting from FY2022. 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 has implemented a system of shorter working days and shorter working hours for full-time associates aged 55 and older. 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	Career training (Meister Class)
Aim	Explore future possibilities and plan specific future initiatives to find a career direction that makes sense for individuals
Target	Associates in management positions/ general associates aged 50 to 64
Number of participants	Total of about 2,033 from Aug. 2022
Duration	7.5 hours for associates in management positions, 7 hours for general associates



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# Human Resources Initiatives

## 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 its special subsidies to empower and provide employment opportunities to people with disabilities: Honda Sun Co., Ltd. in 1981, and Kibounosato Honda Co., Ltd. in 1985.

Employment of individuals with disabilities at Honda Group companies in Japan in FY2024 stands at 2.35%, or 994 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. 156

## 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 in-house portal site. To support the challenges of balancing those demands and career development during the child-rearing period, seminars are also held before and after childbirth.

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 childcare, 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, Labour 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. 79) and enable both varied lifestyles and careers desired by individual associates.

Number of associates who utilize child/nursing care support in Japan → p. 156

Reinstatement rate after taking child care leave in Japan (%) → p. 156

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# Human Resources Initiatives

## Overseas Diversity Initiatives

Honda's diversity-related initiatives are also being implemented in overseas regions in line with the characteristics of each region based on the Honda Philosophy.

### North America

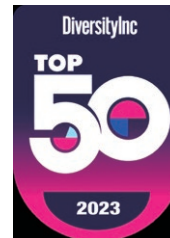
In North America, Honda has been committed to practicing Honda's philosophy of "Respect for the Individual" through enhanced diversity, equity, and inclusion activities. Honda believes that activities to promote an inclusive environment that embraces people of different backgrounds, genders, races, ethnicities, sexual orientations, and abilities can create value for its customers and communities.

In one of the symbolic efforts, Honda and the Historically Black Colleges and Universities (HBCUs) began with the creation of the Honda Campus All-Star Challenge (HCASC) in 1989 and expanded with the creation of the Honda Battle of the Bands (HBOB) in 2003. Honda supports the mission of HBCUs to provide higher education and career opportunities for their communities and has been a long-time supporter of HBCUs for more than 35 years. This support includes scholarships and a variety of other initiatives to support the dreams and potential of students at HBCUs and develop future leaders. Through HBOB and HCASC, Honda has engaged more than 200,000 students and provided more than 14 million dollars in support for educational programs and facility improvements at HBCUs.

In 2023, Honda was named one of the Top 50 Diversity Companies by DiversityInc in recognition of its voluntary efforts to work with associates, suppliers, dealers, and community partners.



Honda Battle of the Bands



Diversity TOP50

### South America

In Brazil, South America, Honda is providing Diversity/Inclusion and Unconscious Bias training to the leaders of its Brazilian companies with the aim of strengthening their understanding and deepening their knowledge of diversity. This training started in 2022 and is based on the Honda Philosophy. It focuses on ensuring that participants correctly acquire and implement knowledge, including what actions can be taken in the workplace to expand awareness in diversity, deepen understanding minority groups, and strengthen respect for the individual. In 2023, the training was conducted at all management levels, with a total of 524 participants.



Training in Sao Paulo



Training in Manaus



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# Human Resources Initiatives

## Europe

In Europe, Honda is working on various initiatives to achieve more diverse work environments.

In human resource management, we constantly monitor and report the percentage of women in management and the percentage of foreign nationals in management within the headquarters.

In recruiting, Honda ensures that its activities are unbiased and carries an Inclusion and Diversity Statement. It publicizes its respect for diversity in all job advertisements and is also used in communications with associates.

Diversity and inclusion have been included in training for managers throughout Europe and are scheduled to be included also in training for all associates in FY2025.

In human resource allocation, the handling of transfers and recruitment methods have been revised to allow for flexible transfers. This allows associates to be transferred throughout the European region according to their individual circumstances.

Additionally, Honda has implemented a number of other local initiatives, including an outreach program to increase understanding of people with disabilities.

## Asia and Oceania

In Asia and Oceania, there are 41 Honda locations in 13 countries, employing more than 110,000 associates of different nationalities, races, cultures, and languages. Since 2018, Honda has been working to promote the exchange of human resources within the region to maximize the power of its diverse workforce and help them find the right place in the right job for them.

Honda aims to increase the mobility of human resources by creating a common HR platform. First, Honda has defined common competencies based on the Honda Philosophy, adding regional characteristics, and has instilled a common set of values for the region. Then, based on these common competencies, the Company is reviewing its personnel system, salary structure, and other systems. Through these efforts, Honda has gradually reduced barriers to cross-border personnel exchanges.

As a result, the number of non-Japanese associates stationed in other country locations, which was small until a few years ago, increased to 41 in FY2024. Currently, most of these stationing is through personnel exchanges with Asia Honda Motor, the regional headquarters company, but in the future, Honda aims to accelerate personnel exchanges among all locations.



Stationed associates in the region



Workplace

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# Human Resources Initiatives

## China

In China, Honda is committed to providing workplaces free of any gender and ethnic discrimination, based on the social principles of gender and ethnic equality in hiring, promotion, granting opportunities, and compensation.

Female associates are active in all areas of Honda and actively contribute to the Company's development. China has 55 ethnic minorities in addition to the Han Chinese, but Honda employs and utilizes excellent human resources regardless of ethnicity. Honda's China headquarters employs workers from many ethnic minorities, including Manchu, Tujia, and Hui.



Women's Day event



Dancing in ethnic costumes

## 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, Labour 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, Labour and Welfare, which recognizes the company as supporting child-rearing.



### PRIDE Index 2023

In November 2023, 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+, for the fourth consecutive year.



### 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.





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# Human Resources Initiatives

## Direction of Future Initiatives

In addition to recruiting diverse human resources, Honda views the acceptance of diverse human resources 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, and this will lead to an increase in job satisfaction.

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 associate will autonomously career development 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.

## 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. 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 2,023 per associate in FY2024, and associates averaged 17.9 paid vacation days.

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. 159

\* 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





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# Human Resources Initiatives

## Counseling Hotlines for Associates

Honda supports associates by operating a variety of counseling hotlines as a way to building healthy work environments.

### 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 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. In cooperation with the personnel in charge of human resources and general affairs department at each office, contact and responses will be made with the person asking for counseling service.
LGBTQ+ counseling hotline	Honda operates a hotline for LGBTQ+ 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 LGBTQ+ associates, and works to prevent negative consequences of unintended outing.
Life planning seminar hotline	Honda offers life planning seminars for associates to consider their purpose in life, health, and financial planning so that they can retire at the optimum timing for themselves. Seminars are also open to associates' spouses, and individual consultations with a financial planner are also available after the seminar.
Counseling hotline for people with disabilities	Honda operates a counseling hotline for all associates to resolve work and daily life problems related to disabilities. The person in charge will coordinate with the appropriate consulting parties to contact and respond to the person asking for counseling service.

## Initiatives to Prevent Harassment

Honda's Fundamental Beliefs include "Respect for the Individual," which means respecting individual differences, trusting each other as equal partners, exercising abilities to the fullest and sharing joy. The Associate Relations Policies (➡ p. 73), which are based on the Beliefs, clearly states that "we will not tolerate discrimination or harassment of any form in the workplace," and Honda is committed to creating a workplace environment and corporate management that prevents harassment from occurring.

### Examples of specific initiatives

- The employment regulations clearly state harassment of third parties or associates as a reason for disciplinary action.
- The Honda Code of Conduct clearly states that the Company will not tolerate any form of harassment in the workplace.
- Leaflets for properly understanding harassment are distributed to all associates at the time they join the Company.
- Educational activities to prevent harassment are conducted at all offices and affiliated companies.



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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. 159

### 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. 159

Starting salary in Japan → p. 159

## Establishing a Good Relationship with Associates

### Creating an Environment of a free, open-minded 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 fed back to associates and used for activities to create a better work environment.

In Japan, managers at the section manager level and above at each workplace analyze the results for their own department and link them to workplace-based improvement activities through understanding the actual conditions in the workplace, providing feedback to members, and free and vigorous dialogue for workplace development.

Associate engagement in Japan → p. 159

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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 everyone who works for Honda.

In December 2022, the Company also created a medium- 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 safe and healthy workplace, while each associate works to maintain such a workplace and to prevent and minimize accidents.

### Safety and Health Policy

#### 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, we will conduct safety and health management activities listed below, 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."

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 safe 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 health 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 and promotion positively and practice health management (wellbeing).
6. We will have the awareness and responsibilities as associates of Honda and eradicate four pernicious traffic violations and positively act on "Zero traffic accidents".

Establishment: December 8, 2022

Honda Motor Co., Ltd.  
Director, President and Representative Executive Officer, Chief Executive Officer

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# Human Resources Initiatives

## Achievements in Safety and Health Activities as Set Forth in the Safety and Health Policy

Safety and Health Activities	Main Activities
<p>1 We will perform the risk evaluation of work-related business operations, and invest resources as much as necessary to prevent occupational accidents.</p>	<ul style="list-style-type: none"> <li>Regular on-site inspections by the Equipment Safety Committee</li> <li>Guidance sharing meetings at overseas sites</li> </ul>  <p>Efforts to eliminate accidents caused by equipment</p>
<p>2 We will disseminate the Safety and Health Policy, and all associates will perform safe and secure workplace by implementing safety training and safety activities.</p>	<ul style="list-style-type: none"> <li>Safety communication by management with on-site managers</li> <li>Basic safety training for machinery and equipment (actual equipment)</li> </ul>  <p>Lively exchange of views and opinions in line with the workplace</p>   <p>Practical extraction of sources of danger</p>
<p>3 We will observe the related regulations and internal standards and work on all aspects of accident prevention and health maintenance promotion.</p>	<ul style="list-style-type: none"> <li>Internal safety audits of all workplaces</li> <li>Compliance with laws and regulations</li> </ul>  <p>Workplace audits by the Audit Committee</p>  <p>Mask fitting test</p> 
<p>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.</p>	<ul style="list-style-type: none"> <li>OSHMS Training</li> <li>Training using company-wide standardized training textbooks</li> </ul>  <p>Identification of risk assessment hazards</p>  <p>Example of educational materials</p>
<p>5 We will support mental and physical health maintenance promotion positively and practice health management.</p> <p><b>Health Management Initiatives</b> → p. 95</p>	<ul style="list-style-type: none"> <li>Support tailored to individual associates</li> <li>Support that connects with the organization</li> </ul>  <p>Personal support</p>  <p>Group training</p>
<p>6 We will have the awareness and responsibilities as associates of Honda and eradicate four pernicious traffic violations and positively act on "Zero traffic accidents".</p>	<ul style="list-style-type: none"> <li>Poster declaring the four pernicious traffic violations</li> <li>Instructor training</li> <li>Traffic safety instructor training</li> </ul>  <p>Short declaration</p>  <p>Traffic safety promotion activities</p>  <p>Activities to prevent accidents involving young associates</p>

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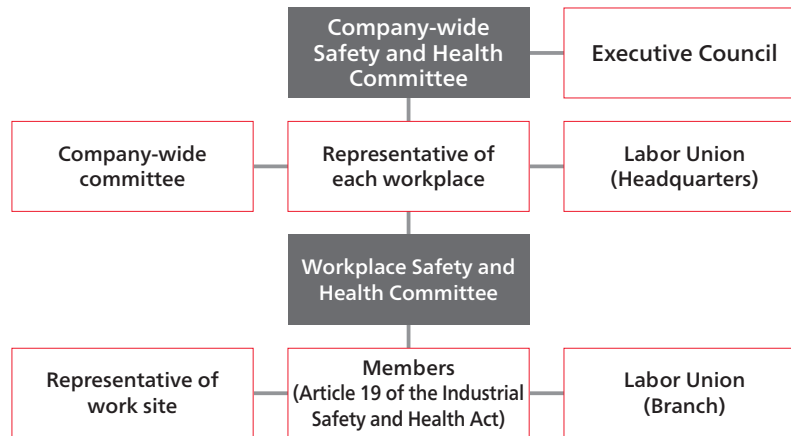
# Human Resources Initiatives

## 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 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 personnel training 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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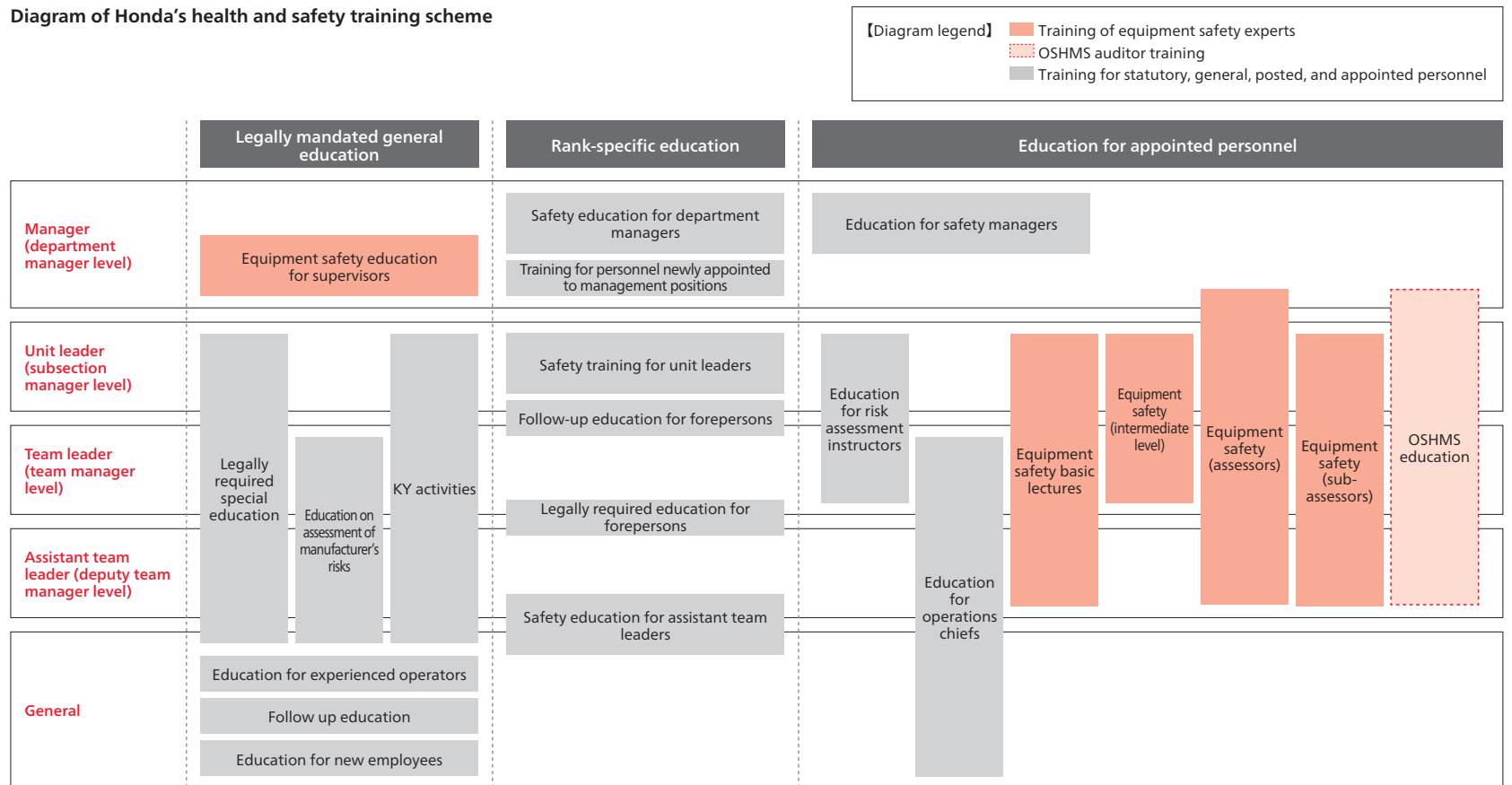
# Human Resources Initiatives

## Safety and health education and training

The company-wide safety and health training system has established training and education programs that enable all associates to understand how to create a safe workplace, and every year, they receive safety and health education tailored to their individual roles.

In recent years, the Company has focused on equipment safety training that is deeply related to serious accidents and provides training that enables risk assessment management.

Diagram of Honda's health and safety training scheme



Lost time injury frequency rate (LTIFR) → p. 159



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# Human Resources Initiatives

## Safety and health education and training

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

machinery and equipment.

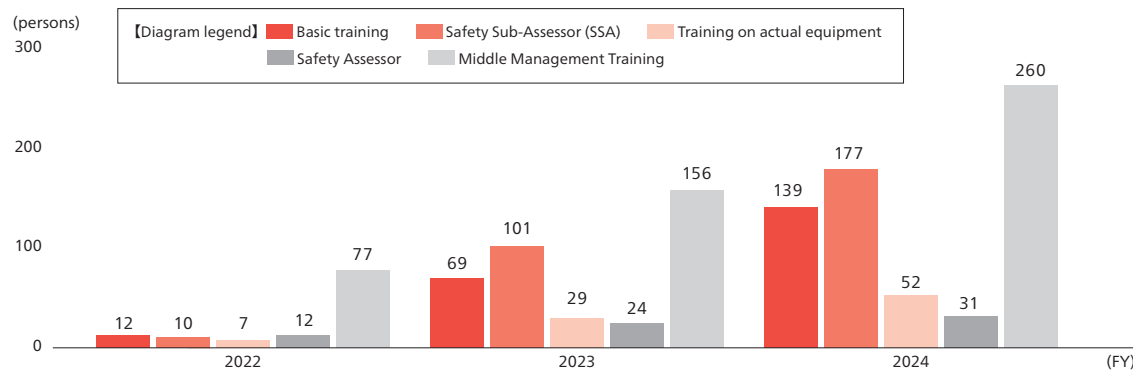
In addition, Honda develops managers and auditors at all levels through Occupational Safety and Health Management System training.

Each workplace also provides various training programs for its associates.

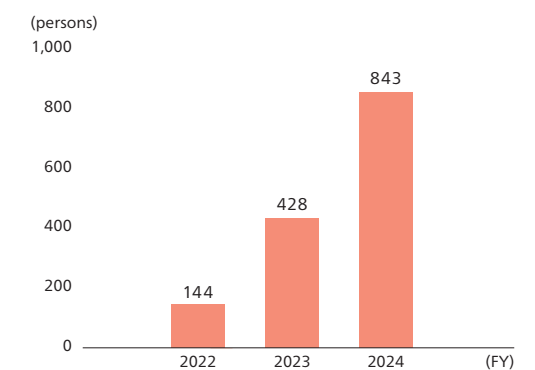
### Training situation for safety and health

Training title	Trainees	Number of training days	Number of participants	Purpose of training	Outline of training
Basic training	Persons who have been engaged in the installation and maintenance of equipment for several years	3 days	70	Acquire skills to correctly identify hazardous sources	Basic machine safety knowledge (standards, laws, risk assessment, etc.)
Safety Sub-Assessor (SSA)	Engineers mainly involved in safety verification of installed equipment	6 days	76	Learn in-depth expertise on machinery safety Obtain SSA qualification certification	Acquire theoretical knowledge of machine safety principles, essential safety design measures, and proper estimation of risks
Training on actual equipment	Persons in charge of leading safety verifications on equipment	5 days	23	Acquire risk assessment skills based on ISO through group exercises	Develop an advanced ability to assess safety and verify machine safety while using actual equipment for training purposes
Safety Assessor (SA)	Persons seeking an advanced level of in-depth expertise in machinery safety	8 days	7	Obtain SA qualification certification	Acquire knowledge of safety certification, a wide range of risk reduction measure techniques, and verification knowledge at the performance level, including validation knowledge and verification capability of machine safety
Middle Management Training	Newly certified management level persons and equipment related department leaders	1 day	104	Learn an overview of the concept of risk assessment and other related topics	To improve understanding of workplace safety, learn international standards and concepts related to machinery safety, the need for engineer ethics, and the concept of risk assessment
Occupational Safety and Health Management System (OSHMS)	Newly appointed supervisors Newly appointed health and safety promoter Newly appointed internal audit committee member Others as needed	1 day	131	Understand the Occupational Health and Safety Management System and actively promote health and safety activities to prevent accidents	Status of occupational accidents Basics of Occupational Safety and Health Management System Safety and health regulations and company rules Risk assessment exercise

### Status of equipment training related to safety and health



### Status of Occupational Safety and Health Management System Training



\* Assessor: A person who makes a judgement or evaluation

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## Human Resources Initiatives

### Achievement of Class 5 Accident-free Record of 15.7 Million Hours

As a result of continued safety and health activities, Honda achieved a Class 5 accident-free record of 15.7 million hours in the Tochigi area in 2023 and was honored by the Director of the Labour Standards Bureau of the Ministry of Health, Labour and Welfare with a commemorative ceremony.



Class 5 accident-free record certificate



Safety speech by President Miibe

### Health Management Initiatives

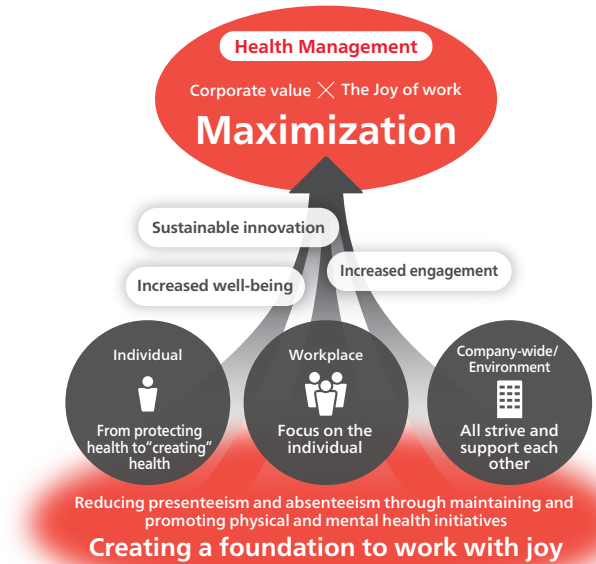
Honda hopes that all associates remain healthy in the same way it strives for safety. Under the top management message, “the basis of a strong individual is to be healthy, and each one of us should take on the challenge of maintaining and promoting good health,” Honda is promoting health management activities with the practice of wellbeing included in its Safety and Health Policy. Honda aims to become a company with a comfortable work environment where associates “can work 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. Toward achieving this goal, Honda has set three pillars\*1 and five matters for better health management \*2, as its health management policy.

- \*1 Three pillars:
- (1) Raise awareness of health promotion to individuals, visualize health-related data, and provide enhanced feedback
  - (2) Conduct activities involving the whole workplace for promoting more health awareness
  - (3) Promote activities for continuously improving the workplace environment
- \*2 Five items for better health management:
- (1) Enough good quality sleep
  - (2) Nutritionally well-balanced meals
  - (3) Habit of regular physical exercise
  - (4) No smoking
  - (5) Moderate drinking

### Three Pillars and Five Management Items

The Ministry of Health, Labour and Welfare lists “nutrition and diet,” “physical activity and exercise,” “rest,” “alcohol consumption,” “smoking,” and “dental and oral health” as lifestyle habits that need to be considered in order to maintain and promote the health of the Japanese people. Honda has established five items for better health management ((1) rest, (2) nutrition, (3) exercise, (4) smoking cessation, and (5) alcohol consumption) as items closely related to the results of health checkups for associates.

#### Grand design for realization of health management (Three Pillars)



Items	(1) Rest	(2) Nutrition	(3) Exercise	(4) Smoking cessation	(5) Alcohol consumption*
Management items	Enough good quality sleep	Nutritionally well-balanced meals	Habit of regular physical exercise	No smoking	Moderate drinking
Targets	Get at least 6 hours of sleep	Eat breakfast (first meal after waking up) every day	Have an exercise routine at least twice a week for at least 30 minutes each time	Do not smoke (including electronic cigarettes)	Drink in moderation (no more than 1 unit)

\*Not intended to encourage those who do not have a drinking habit to drink



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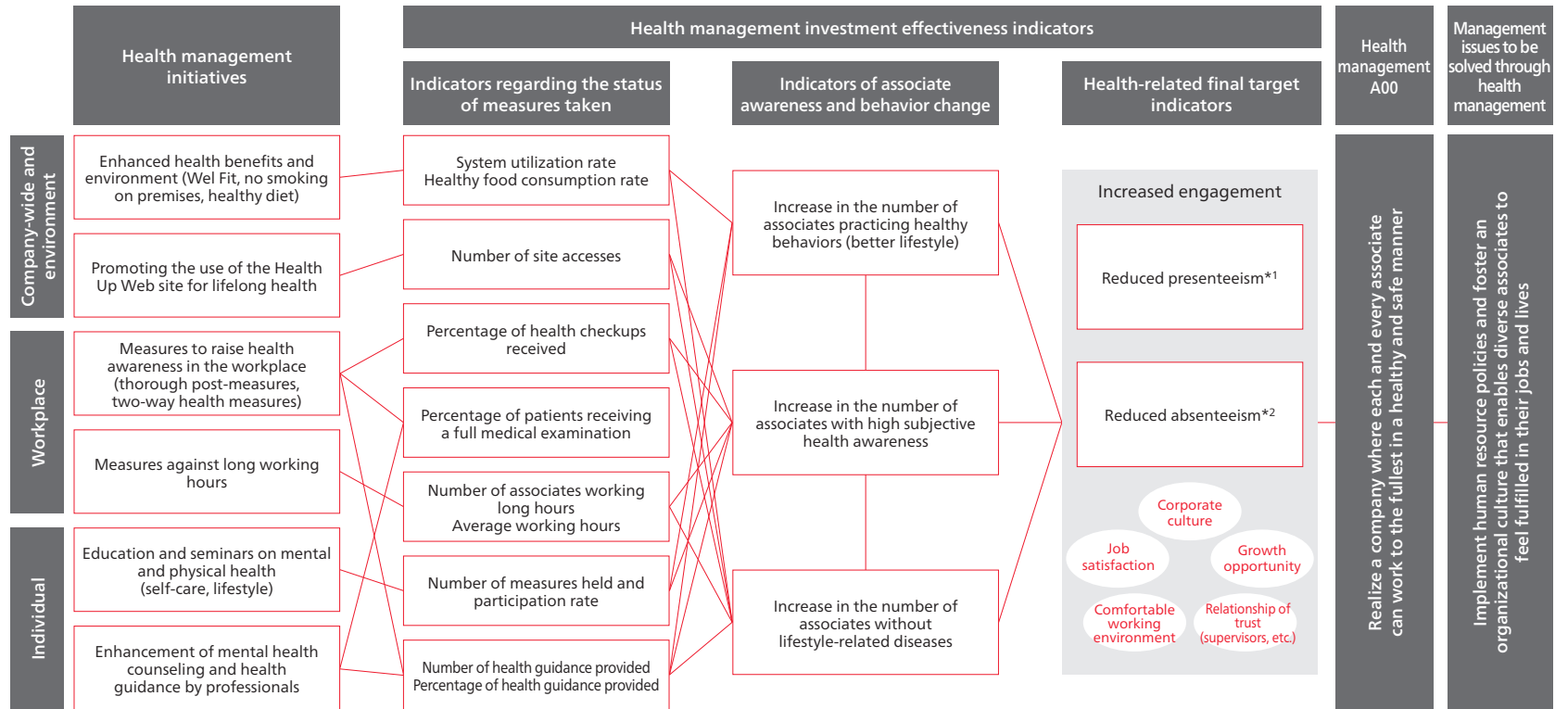
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# Human Resources Initiatives

Honda Health Management Strategy Map



## Indicators of Health Management Initiatives

\*1 Presenteeism: condition in which the employee is attending work, but productivity is declining due to health issues

\*2 Absenteeism: absence from work (sick leave) due to health problems

As an indicator of associates' health, the Company surveys associates annually by scoring their "subjective view of health" and "commitment to health" in the measurement of associate engagement. In addition, the status of efforts in each of the five items for better health management is checked at the time of health checkups, leading to the reinforcement of the measures.



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# Human Resources Initiatives

## Major Activities under the Three Pillars

### (1) Raise awareness of health promotion to individuals, visualize health-related data, and provide enhanced feedback

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 items 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 items 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 consider the caloric intake, salt content and vegetable intake at its company cafeterias. On the monthly "Health Day," Honda provides health-themed dishes by making full use of the characteristics of the ingredients in all menus.

As for improvements to the internal environment to promote a no smoking policy and prevent unwanted passive smoking, Honda is continuing to reinforce the no smoking rule during working hours.

As part of other welfare programs, the Company provides an application for health consultation and medical care support, offers a full range of health-related seminars, grants points based on the number of daily steps taken by the health insurance association, and subsidizes the cost of using fitness and exercise facilities, participating in sporting events, and purchasing sporting equipment, etc. Honda is promoting the development of an environment in which associates can proactively engage in health promotion.

## 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 company-wide 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.

The Company also promote activities in cooperation with the Company-wide Safety and Health Committee. Honda's major 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.

## External Evaluations

### Recognized under the 2024 Certified Health & Productivity Management Organizations Recognition Program

Following the previous year, Honda was again recognized in the large enterprise category of the 2024 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.

