

Human Resources



Material Issues

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

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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 nurture and promote these characteristics in Honda by respecting individual differences and trusting each other as equal partners.

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 seeks to create an environment in which each associate's ambitions and abilities can be developed, as well as a workplace where an individual's potential can be actively exercised.

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

Three Principles of Personnel Management

Respecting Initiative

Honda respects the individuality, creative thinking and judgment of each associate.

Ensuring Fairness

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.

Encouraging Mutual Trust

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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Human Resources Vision and Strategies

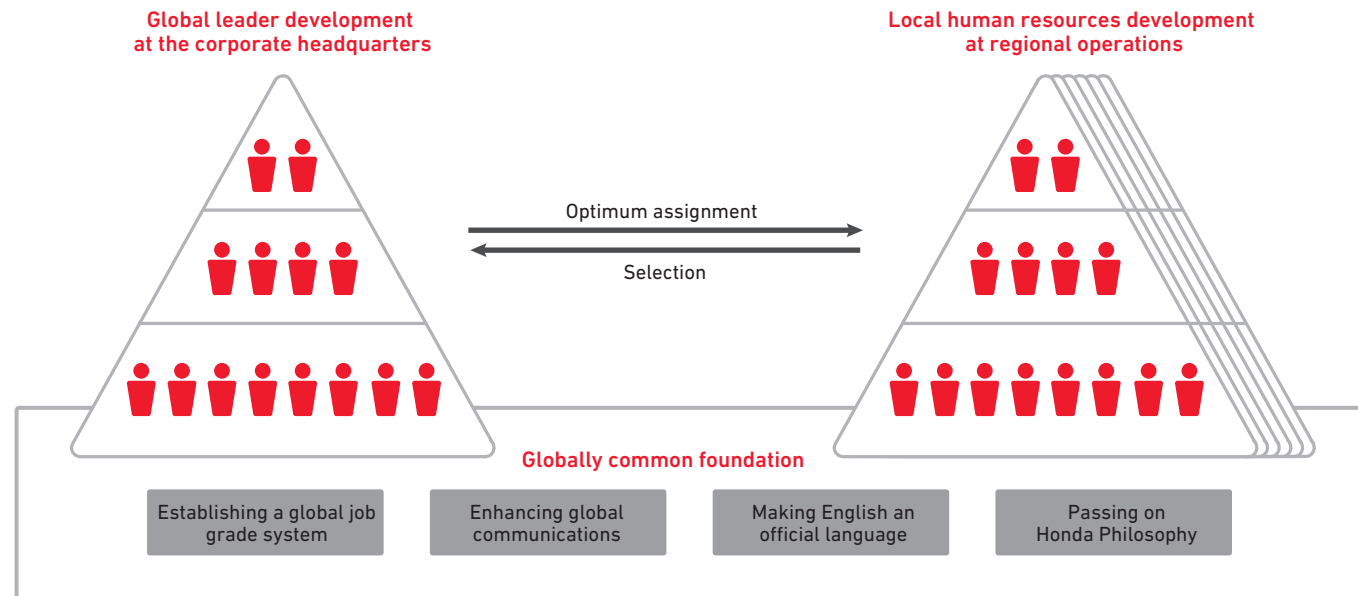
In accordance with its Company Principle, “maintaining a global viewpoint, Honda is dedicated to supplying products of the highest quality yet at a reasonable price for worldwide customer satisfaction,” Honda has been proactively developing business with a view to entering the global markets since its 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, the Company’s production and development functions are being strengthened not only in developed countries but also in emerging countries, where demand for motorization is growing. Honda is striving for autonomy of its regional operations in six regions around the world.

In order to achieve this goal, Honda is pushing ahead with Global Human Resources Management Approaches that facilitate 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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Honda's Approaches

Honda takes two approaches to supporting autonomous operations in six global regions and developing and assigning human resources to enhance Honda's total strength.

The Company's approach is to develop and reinforce local human resources. Starting with the Honda Philosophy, Honda core values and competency, Honda aims to share values with Honda Group associates and vitalize communication by creating a communication environment and making English the Company's official language for interregional business operations. Honda provides training programs tailored for each region based on its needs and conditions, while offering at the global level shared training programs to develop global leaders.

Another approach is the Global Job Grade System (⇒ p. 101), which allows these global human resources to be able to play active roles worldwide.

The system defines managerial positions varying from one operation base to another by common grades across the group. The Company aims to realize ideal management-level assignments with competent local

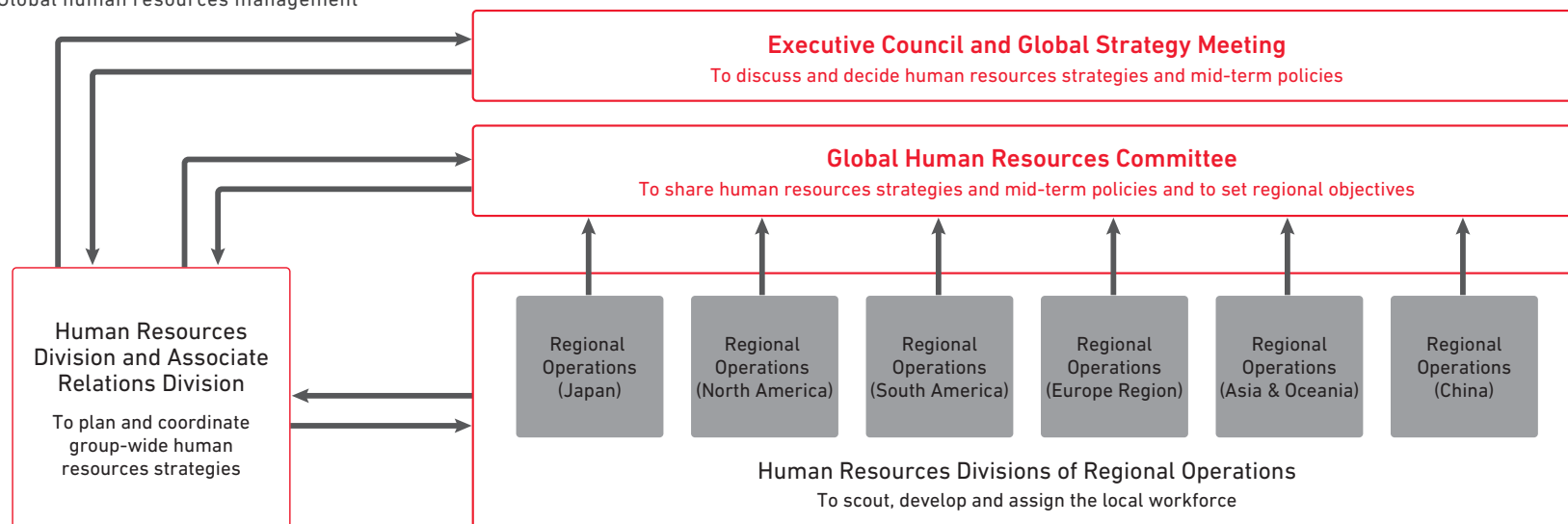
personnel actively demonstrating their abilities in response to the needs of global operation bases.

Human Resources Management Structure

At Honda, the Human Resources Division and Associate Relations Division at the corporate headquarters in Tokyo draws up global human resources strategies from the mid- to long-term perspective in coordination with operations in each region. Strategies proposed by the division are discussed annually by the management members in the Global Strategy Committee.

The directions for personnel strategies deliberated in this meeting are broken down by theme for further discussion in the Global Human Resources Committee, in which associates responsible for human resources from six regions meet once a year. Once company-wide and regional plans and targets become concrete, activities are launched throughout the Company.

Global human resources management



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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 respect 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.”

With the aim of promoting awareness and thorough implementation, Honda provides training on the Honda Philosophy all around the world. The same is ensured for the Honda Code of Conduct by distributing leaflets, posting the relevant information on the corporate intranet and providing training.

Specific Initiatives

Regarding human rights, Honda works to identify potential risks by conducting an annual assessment of Group companies to check if their operations comply with the Associate Relations Policies (⇒ p. 97). 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. Starting from FY2017, the scope of the assessment was extended to include joint ventures. Additionally, level-specific pre-assignment training is provided to persons stationed overseas to cultivate awareness for the importance of local labor management based on the Associate Relations Policies. In FY2019, there were no incidents identified.

Honda is also 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 Improvement Proposal Line in Japan and other regions overseas to receive consultation in a fair and neutral manner.

Diversification Aimed at Leveraging Total Workforce Strength

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.

The Company regards these individual differences that are demonstrated by its workforce as one of its strengths in flexibly responding to the ever-changing business environment. Honda globally pursues workforce diversification believing that these individualities evolve into innovation.

Specifically, each of Honda’s six 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 worldwide such as facilitating the understanding of the importance of diversity and continually carrying out enlightenment activities.



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Human Resources Initiatives**An Approach Based on On-the-Job Training**

Honda's approach to personnel education is built around on-the-job training (OJT), specifically, building specialized skills and professional capabilities through direct experience. In order to facilitate effective OJT, Honda has established for every job description and area of expertise training programs with systemized contents and levels for the knowledge and skills required. These programs provide an opportunity to understand each associate's level of expertise and management capabilities, while serving as indicators to know if further development is needed. To supplement these OJT programs, Honda also offers off-the-job training (Off-JT) designed to provide associates with an opportunity to enhance their careers by developing new specialized skills or management capabilities. Specifically, these training programs are level-specific and include specialized training for each job description, entry level training, basic training based on the Honda Philosophy, management training provided for acquisition of new qualifications, quality training and other training.

Principal Off-JT programs

1. Self-improvement training (career development)
2. Work performance training (skill development)
3. Management leadership training (management training)

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Annual training hours and cost per associate

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Global Leader Development

As part of efforts to develop global leaders, Honda provides training to associates chosen from operation bases all around the world, including Japan, who will undertake global management in the future.

The Honda Executive Advanced Development School (HEADS), a combination of the executive leadership training (Off-JT) and an activity to draw up plans to resolve management issues in a cross-functional team, was launched in 2012 in addition to the Leadership Development Training (LDT) program.

Establishing the Global Job Grade System

Besides providing training to develop global leaders who undertake global management functions, Honda introduced the Global Job Grade System in 2011 for assigning its associates to the most suitable positions.

Honda utilizes the Global Talent Board that manages key posts and key talent around the world and Regional Talent Board. Through such means, the Company will strive to assign the most appropriate human resources actively to operation bases in the world and utilize them in line with its growth strategies.



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Passing on the Honda Philosophy

It is important for progress of management localization to share business judgment and codes of practice to globally share a set of values. At Honda, it means sharing the Honda Philosophy, Honda core values and competency with local associates.

With this awareness in mind, Honda provides a training program to pass on the Honda Philosophy as a part of level-specific training that takes place worldwide. To make the programs as practical as possible, company executives and regional management pick business examples and introduce ones that demonstrate decision-making or managerial judgment that puts into practice the concept of “what to think and do based on the Honda Philosophy.”



Promoting the Use of English as an Official Language between Regions

Toward the realization of the 2030 Vision, Honda will make effective use of its limited management resources to transform and evolve existing businesses and create new value. To do so, it is important that each region takes a global viewpoint and operates business efficiently while increasing mutual, complementary relationships according to respective roles. Among these regions, Japan in particular is required to lead every aspect of Honda operations globally. For this reason, Honda has been promoting interregional communication by improving the level of English among associates in Japan.

Specifically, Honda in Japan has implemented English learning support programs on a company-wide basis, offering various choices depending on personal goals and purposes. Honda has also been working to reinforce associates' English skills, which are needed for career development and in business operations, by functional group, such as sales, manufacturing, research and development and purchasing. For ensuring speedier and more in-depth interregional information sharing and promoting collaboration with local associates, Honda will steadily and continuously increase the use of English, which is its official language, in meeting materials and general communication, depending on how and by whom particular information is used.

At Honda in Japan, selection of associates to be promoted to managerial positions is carried out by determining their future impact on business. Honda carefully selects candidates befitting a manager in terms of qualification and capabilities. It does so from a comprehensive, multi-faceted standpoint encompassing their capabilities to perform a higher-rank job, their personalities and how Honda plans to utilize them after selection, as well as the growing requirement for particular expertise. As such, Honda has decided not to include English test scores in the selection criteria uniformly across the Company after reviewing the option for some time.

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Initiatives Related to Diversity

Advancement in Workforce Diversification

Since 2015, Honda has been 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 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.

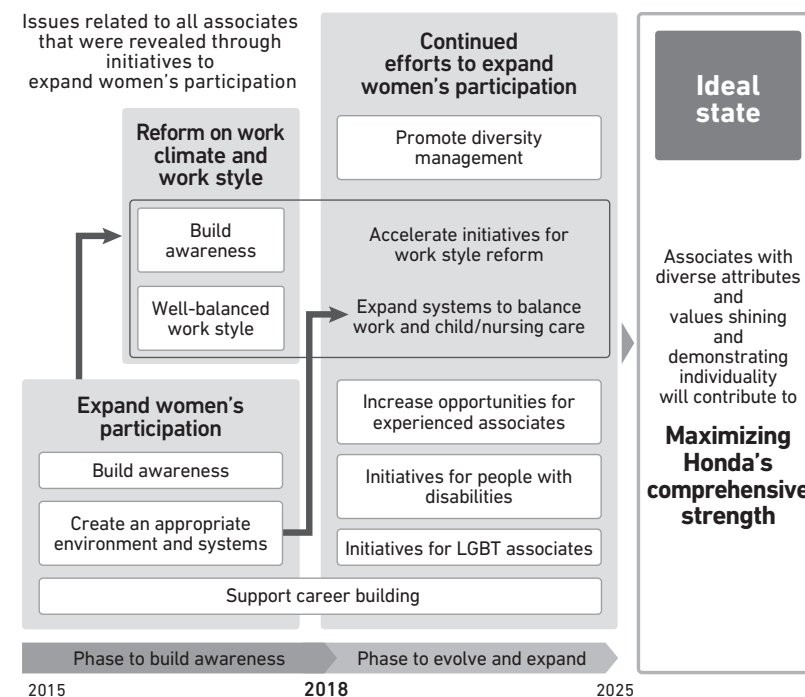
In FY2019, the scope of efforts has extended from female associates to all associates, and Honda is moving on to the next phase of evolution and expansion. It has been exploring ways to strengthen its efforts for all associates, including superiors responsible for managing diverse human resources, experienced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

WEB

Honda Diversity & Inclusion
(Japanese only)

> <https://www.honda.co.jp/diversity/index.html>

Roadmap for Workforce Diversification at Honda



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Meaning of Expanding Women's Participation

In Japan, Honda has been working to expand women's roles since 2007 and offering greater opportunities by building awareness, introducing systems to help women achieve a work-life balance and providing career support programs. As a result, the proportion of female associates in the workforce has increased from 5.0% to 7.6% within the past 14 years.

Honda carries out business operations globally, but the participation of women remains low in Japan compared with other business sites. As part of the Company's efforts to expand women's roles, it has selected the number of women holding management positions as one management indicator and plans to triple the number by 2020 and realize at least nine times the number by 2025, both compared with FY2015.

These targets, however, are not the Company's ultimate goal. What Honda intends to realize is a world where people can develop their careers regardless of gender, with more women taking an active role.

Honda's Action Plan

1. Period of plan

Three years from April 1, 2018 to March 31, 2021

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. Targets

- ① At least triple the number of women holding management positions by 2020 and realize at least nine times the number by 2025 compared with FY2015
- ② Increase the ratio of new recruits who are women to at least 20% by 2020

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 regarding initiatives aimed at expanding participation of women (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 support career development during child care leave (July 2016~)
- Conduct training on career/leader development for female associates (October 2016~)
- Continue to provide seminars on the know-how of balancing work and child care (August 2017~)

<Initiative 3> Constantly strive to create an environment enabling women to build a career

- Establish and increase company nurseries (April 2017~)
- Implement a system of transfer and a system of leave to accompany spouses who are being transferred (April 2018~)

<Initiative 4> 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 tours of business sites for female associates (March 2016~)



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Initiatives for Expanding Women's Participation

In 2015, Honda again recognized that the diversification of its workforce is an important management challenge and has been making renewed efforts. In January 2015, the Company established the Diversity Promotion Office, an organization specialized in diversifying Honda's workforce. In Japan, Honda is promoting its first set of initiatives that focus on expansion of women's participation under three pillars: "Build awareness and foster an appropriate work climate," "Support career building" and "Create an appropriate environment and systems."

Through its efforts undertaken over the three years since 2015, Honda has steadily increased associates' awareness for the idea of workforce diversity and the meaning of expanding women's participation, and is beginning to achieve some concrete results. Additionally, in August 2018, Honda received the second level "L-boshi" certification* from the Ministry of Health, Labour and Welfare as a female-friendly company. Taking this

opportunity, the Company renewed its determination to step up efforts in the areas of recruitment and career continuation.

Honda also supports the provisions of the Women's Empowerment Principles (WEPs), a set of principles for companies voluntarily promoting women's empowerment. As such, the Company has signed the CEO Statement of Support for the WEPs.

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Ratio of women in management positions
in the Honda workplace in Japan

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Percentage of women in the
Honda workplace: FY2019

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Base salary and ratio of total compensation
for males and females in Japan

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Major Initiatives for Expanding Women's Participation (from 2015)

Pillars of initiatives	Objective	Target	Description	
Build awareness and foster an appropriate work climate	Increase women's participation	Management-level associates	Members of company management	Lecture for increasing women's participation (about 30 participants)
			General, office and plant managers	Lecture for increasing women's participation (total of 8 times; about 230 participants)
		Female associates	Associates in management positions	Lectures and seminars (total of 39 times over the three years since 2015; 3,600 participants)
			All associates	Shine at Work – Seminar to Raise Awareness for Self-Reliant Human Resources (total of 31 times over the two years since 2015; 2,300 participants)
	Hold company-wide diversity exchange events	Female associates	Associates in management positions	Diversity Forum 2016 (total participation of about 30 associates)
			Chief supervisors	Diversity Forum (total participation of about 500 associates)
	Foster an appropriate work climate and build work style awareness	Management-level associates	Members of company management	Work climate and work style lecture (total of 19 times; about 800 participants)
General, office and plant managers			Management support workshop (total of 7 times; about 100 participants)	
Support career building	Nurture associates with a focus on the individual	Female associates	Applicants	Introduction of career development plans. Individual interviews with career advisors with a total of 2,300 female associates over the four years since 2015
			Other than above	Career theme training for middle- and higher-level associates and career base training for young associates (total of 31 times; 700 participants)
	Support associates in child-rearing years	Associates taking maternity leave and/or child care leave	• Program to support career development during child care leave (used by 220 associates as of January 2019) • Seminar on balancing work with child care (for associates and their spouses) (total of 19 times; 200 participants)	
Create an appropriate environment and systems	Create an environment to facilitate participation of diverse human resources	Associates engaging in child care or nursing care	Half-day paid leave system (for all associates); enhancement of the system of working at home and system of short working hours	
		Associates in child-rearing years	• System to provide financial support for child care; enhancement of children's nursing care leave (since October 2016) • Company nurseries (opened in the Tochigi district in April 2017 and in the Wako district in April 2018) • Enhancement of the system of temporary nursery services (since April 2017)	
		Associates leaving their job following a transfer of their spouses	A system of transfer and a system of leave to accompany their spouses introduced (in April 2018) in addition to the career reinstatement program	
Strengthen the employment of women	Increase the percentage of women	New graduates and mid-career associates	Increasing recruitment of women majoring in science and engineering and for administrative positions	



*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, Labour and Welfare certifies those showing excellent progress in implementing initiatives for increasing women's participation.

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Promoting Diversity Management

A crucial factor in promoting diversity is to accept diversity in addition to recruiting diverse human resources. Honda believes that acceptance will help foster individuality and draw out each person's unique abilities, thus increasing motivation at work.

Honda defines diversity management as the establishment of a framework that makes effective use of diverse members. Accordingly, Honda has been providing support to superiors in order to realize such a framework.

Increasing Opportunities for Experienced Associates to Expand Their Roles

Honda had sought to increase women's participation over the past three years. In 2018, it moved on to include age-based initiatives, starting with experienced associates. The Company is working to create an environment that provides a sense of security for experienced associates to proactively engage in work and expand their field of activity based on their experience.

Honda believes that its efforts to foster awareness, give more work opportunities and create necessary systems will allow individual associates to achieve personal growth regardless of age. This will in turn lead to the development of human resources capable of exerting themselves for continued growth of Honda and for society.

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. In FY2019, 83.02% of associates who have reached the retirement age of 60 chose to continue working.

As one specific initiative, Honda also launched awareness-raising training for experienced associates in 2018.

As a result of these efforts, re-employed retirees are actively participating in various workplaces while drawing on their extensive experience and specialized knowledge.

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Number of persons over 60
employed by Honda in Japan

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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 led society in promoting the employment of people with disabilities.

Honda seeks to enable working people to exert their unique abilities and take an active role in society through their work regardless of the presence or absence of disabilities. Accordingly, the Company has been striving to create an environment that allows associates with and without disabilities to work alongside one another in addition to making adaptations to ensure that workplaces and opportunities are fully accessible.

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 1982 and Honda R&D Sun Co., Ltd. in 1992.

Employment of individuals with disabilities at Honda Group companies in Japan in FY2019 stands at 2.32%, or 1,055 individuals, which is above the legally mandated level of 2.2%.

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Number of associates with disabilities and percentage
of employment of individuals with disabilities in Japan

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Advancement of Diversification in Employment

As a part of workforce diversification efforts, Honda proactively recruits people with diverse backgrounds, regardless of nationality.

Specifically, 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.

In the future, Honda will strive to raise the total strength of its global workforce by enabling these diverse human resources to fully demonstrate their abilities.

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Number of global hires

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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. The Company believes that these initiatives will enable each and every associate to exercise independence and achieve personal growth, which in turn will maximize Honda's comprehensive strength – the goal of its workforce diversification efforts.

Building Healthy Working Environments

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

In Japan's increasingly aging society with a declining birthrate, establishing an environment where people can balance work, parenting and nursing care is a social issue. Under such circumstances, Honda works actively to provide programs that help associates balance the demands of work, parenting and nursing care, 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, 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 extended the scope of its existing system of short working hours, system of working at home and half-day paid leave system.

Honda will continue to establish systems and an environment to accelerate initiatives related to diversity (⇒ p. 103) and enable both varied lifestyles and careers desired by individual associates.

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Number of associates who utilize child/nursing care support in Japan

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Reinstatement rate (%) in Japan after taking child care leave

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Optimizing Work Hours

While cases of workers working long hours and taking few paid days off are raised as social issues in Japan, Honda has always been an industry leader in introducing shorter workweeks. The Company instituted a five-day workweek on alternating weeks in 1970, followed by a true five-day workweek in 1972.

Other initiatives enjoyed by associates for more than 40 years include the banning of overtime on Wednesdays and Fridays and the introduction of a policy encouraging all associates – both labor and management – to use their allotted vacation time in full*.

Furthermore, to encourage its associates to take regular annual paid vacations and use their vacation time effectively to refresh themselves and increase motivation, Honda has recently introduced a system whereby associates are accorded blocks of three to five consecutive paid holidays depending on their years of continuous service.

From the viewpoint of work style reform, Honda believes it is essential to evolve its existing culture of making the most effective use of limited time in order to enable diverse human resources to willingly demonstrate their abilities to the fullest. With this goal in mind, Honda has been making efforts to encourage telecommuting and other flexible work styles for increasing output within a limited amount of time and to raise awareness for streamlining work and promoting the delegation of authority.

As a result, total annual working hours averaged 1,909 per associate in FY2019, and associates averaged 19.3 paid vacation days.

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Total working hours per associate and average vacation days taken in Japan

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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 and family life responsibilities	Honda created 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.
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.



*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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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 to Regional Operations in the six regions human resources evaluation programs adapted to the needs and conditions of each region.

For example, in Japan, Honda places emphasis on two-way communication with supervisors in associate development and evaluation, and all associates have at least three interviews with their supervisors each year. During the first interview in April, associates come out with a clear vision for the future and their direction going forward through their supervisor's advice. They then work out their individual role based on the organization's business goals for the fiscal year in question. During interviews in June and December, supervisors evaluate associate performance and initiatives during the preceding six months 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.

DATA

Percentage of associates going through the evaluation programs

> p.117

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.

DATA

Percentage of performance-based remuneration in Japan

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DATA

Starting salary in Japan

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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 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. 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, along with conducting the associate survey every three years, Honda started measuring associates' engagement level in 2018 to monitor changes over time. The results are fed back to each workplace. By encouraging each workplace to undertake initiatives to invigorate people and organizations, Honda aims to create an environment that provides greater motivation at work for diverse human resources.

DATA

Associate engagement in Japan

> p.117



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 fundamental 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 health and safety 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.

Honda and its associates act in accordance with the Honda Code of Conduct (⇒ p. 33), which outlines the behavior to be practiced by associates around the world. In the field of safety and health, Honda strives to create a safety and health workplace, while each associate works to maintain such a workplace and to prevent accidents from occurring or recurring.

Excerpt from the Relations with Colleagues / Working Environment (Safety and Health section), Honda Code of Conduct

Honda's policy

Honda will provide a safe and healthy workplace to maintain a pleasant and safe work environment.

Required conduct

As a member of Honda, I will comply with laws, regulations and company policies related to safety and health, and strive to maintain a safe and healthy workplace, as well as to prevent and minimize accidents.

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Collaboration with Overseas Group Companies

With Honda's global mid-term occupational health and safety policy of realizing a comfortable work environment through the reinforcement of its health and safety management structure, head offices in each region are taking the lead in implementing controls for safety.

For production activities, in particular, Honda aims to increase the effectiveness of safety management in each country and region. To this end, the Company has been proactively carrying out locally based activities, focusing on implementation of an occupational health and safety management system, diffusion and execution of risk assessment and the establishment of explosion and fire prevention measures. Honda also conducts occupational health and safety audits and reviews based on a plan to share recognition of health and safety management, while striving to improve the management system, as well as to develop human resources for safety control in each country and region.

DATA

Frequency rate of lost workday injuries

> p.117

DATA

Number of Industry Accident Fatalities (in Japan and Overseas)

> p.117



Health and Safety Governance Structure

As a workplace health and safety governance structure, Honda has established a Health and Safety Committee, led by the Health and Safety 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.

Additionally, Honda conducts occupational health and safety audits to check on the operation of an Occupational Safety and Health Management System (OSHMS) and progress in implementing compliance-related matters. These audits follow an OSHMS approach and are conducted by the Company-wide Safety and Health Audit Committee chaired by the officer of Honda in charge of health and safety.

Occupational Safety and Health Management System (OSHMS)

Honda has implemented an OSHMS in order to ensure continuous and voluntary health and safety management and constantly improve the level of health and safety at its workplaces.

Activities based on an OSHMS approach

In FY1998, Honda set up a Health and Safety Audit Committee that performs health and safety audits throughout the Company based on the Occupational Health and Safety Assessment Series (OHSAS)*. Starting from FY2014, these audits have been conducted by using an OSHMS approach.

Safety and health audits check on how an OSHMS is operated in workplaces; safety and accident recurrence prevention measures incorporated into routine safety and health activities; and a system and its operation to ensure continuous horizontal deployment of these measures among workplaces. These audits also check the implementation and management status of various requirements following revisions to relevant laws.

By performing health and safety audits to verify its health and safety activities, Honda works to improve and maintain a high level of safety and health throughout the entire Group.

* A standard for occupational health and safety formulated by an international consortium

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Creating working environment criteria

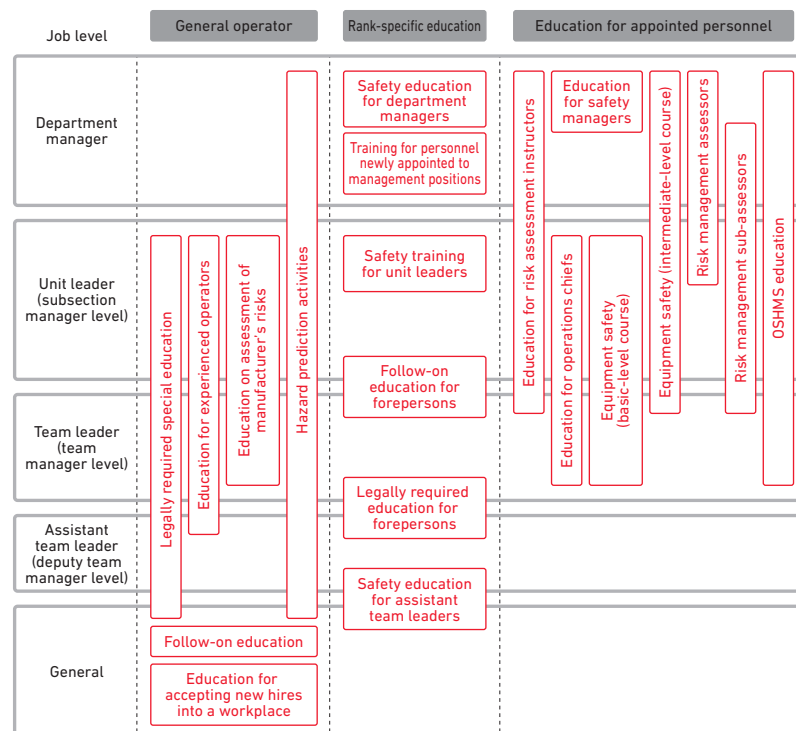
Honda stipulates workshop environmental criteria in its Comfortable Workplace Guidelines and Hazardous Operations Management Regulations. In accordance with the three basic items of work and health management*, the Company performs periodic inspections and improvements to appropriately maintain and manage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

Health and Safety Education and Training

The corporate headquarters, responsible for supervising health and safety activities, provides training to develop health and safety experts both in Honda and in its Group companies. This includes training to nurture company-wide safety and health auditors and health managers.

Each business site also provides various training programs for its associates.

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



Lifelong Health: Each Associate Working Safely and Energetically While Remaining Healthy Both Physically and Mentally

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

Honda is cultivating the self-awareness that each associate is responsible for managing his or her own physical and mental health in order to establish comfortable work processes and environments.

Toward achieving this goal, Honda has formulated clear policies and has been strengthening various health promotion measures, including raising self-awareness for health, educating managers and supervisors and providing occupational health education.

DATA

Number of participants in training related to health and safety standards

> p.117

Medical Checkups

With the aim of maintaining the health of its associates, Honda provides options to receive cancer examinations (stomach, bowel and uterus) in addition to legally mandated periodic health checkups. For associates aged 50 and 55, Honda also provides an opportunity to receive a more thorough medical checkup, which includes detailed brain and lung examinations as desired.

Measures for Prevention of Adult On-Set Diseases

In order to help associates maintain good lifestyle habits so that each can shine and work with pride, Honda has been undertaking various initiatives matched to the needs and conditions of each workplace, including health awareness events and individual health guidance.



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

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Measures against second-hand smoke

Honda is stepping up its efforts to implement measures to prevent undesired secondhand smoke inhalation. As a specific effort, Honda has clarified environment criteria for smoking areas and is ensuring these areas observe these criteria by performing environment measurements. The Company also conducts activities tailored to the needs and conditions of each business site in order to minimize the effects of secondhand smoke. Such activities include prohibiting smoking inside buildings, setting smoking hours and allocating a given day each month as a no-smoking challenge day. Honda also carries out educational activities for smokers and extends support to associates who wish to quit smoking.

Dietary support

At the company cafeteria, associates can choose their meals in a conscious manner according to calories, the amount of vegetables and amount of salt of each meal shown on the menu. The cafeteria also offers nutritionally well-balanced “healthy” meals with fewer calories using less salt.

Collaboration with the Health Insurance Association

Introducing the Healthy Point Program

The Honda Health Insurance Association works under the idea of “realizing a healthy and spiritually-rich life.” Toward this goal, the Association introduced a Healthy Point Program as an incentive scheme to support associates who are making efforts to prevent diseases and improve their lifestyle habits. Additionally, a portal site for individuals, called “Health UP WEB,” went online in January 2018. The aim is to centrally manage and provide individual health information, foster self-awareness for one’s own health and encourage voluntary health promotion efforts. This portal site is accessible from personal computers and smartphones, which allows associates to view their health checkup results of the past five years and keep track of their individual, daily health promotion efforts, including pedometer records, meals and blood pressure. Walking events are also held to provide motivation for associates to start health promotion activities. For reinforcing specific health guidance, the Association and each business site are collaborating to set up a system to make it easier for associates to receive health checkups and guidance.



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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.

Honda's major mental health initiatives to promote the mental well-being 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.

Enhancing a Selection-Based Welfare Program

Under Honda's Selection-based Welfare Program, associates use points (allotted as welfare-related expenses) to freely choose from a diverse menu of services the ones that match their preferences. The purpose of the program is to provide an environment that gives associates a sense of security in their lives and allows them to concentrate on their work. Honda's program offers an enhanced menu of services for health promotion, primarily aimed at "maintaining physical and mental well-being" and "encouraging exercise," to enable associates to enjoy a healthy life well into the future. Services for "maintaining physical and mental well-being" include receiving health checkups, counseling and guidance, as well as vaccinations, using company-owned recreation facilities and enrolling in yoga classes. For "encouraging exercise," the menu offers such services as using fitness and sports facilities and participating in sporting events.



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Consolidated number of associates

	FY2017	FY2018	FY2019
Japan	64,696	64,755	66,507
North America	53,243	54,044	55,076
South America	14,716	14,271	14,835
Europe/Africa/Middle East	8,211	8,591	9,118
Asia & Oceania	54,380	55,845	57,012
China	16,669	18,132	17,174
Total	211,915	215,638	219,722

Number of associates by gender

	FY2017	FY2018	FY2019
Japan	46,929	48,512	49,202
Male	43,509	44,712	45,107
Female	3,420	3,800	4,005

• With the exception of the item “Consolidated number of associates,” HR data for Japan is tabulated from numbers for the following companies: Honda Motor Co., Ltd., Honda R&D Co., Ltd., Honda Engineering Co., Ltd., Honda Racing Corporation, Honda Technical College and Honda Access Corporation.



Number of new permanent associates

	FY2017	FY2018	FY2019
Japan	1,009	1,372	1,529
Male	875	1,165	1,294
Female	134	207	235
North America	4,789	5,037	4,456
Male	3,410	3,537	3,176
Female	1,379	1,500	1,280
South America	412	578	992
Male	335	480	820
Female	77	98	172
Europe/Africa/Middle East	357	819	739
Male	268	677	589
Female	89	142	150
Asia & Oceania	5,415	2,776	3,042
Male	4,867	2,143	2,521
Female	548	633	521
China	3,485	5,545	8,986
Male	3,199	5,208	7,972
Female	286	337	1,014

Number of associates by employment contract and type

	FY2017	FY2018	FY2019
By contract			
Permanent	41,001	41,741	42,550
Non-permanent	5,928	6,667	6,475
By type			
Full-time	46,834	48,304	48,848
Part-time	95	104	177

Attrition rate (%) (including compulsory retirees)

	FY2017	FY2018	FY2019
Japan	2.0	1.5	1.7
Male	1.9	1.4	1.6
Female	3.0	2.5	2.9
North America	9.6	10.5	11.7
South America	15.8	5.9	5.1
Europe/Africa/Middle East	7.2	4.7	2.9
Asia & Oceania	3.9	3.9	2.2
China	5.1	6.9	6.3

Percentage of associates from local communities taking upper management positions

	Percentage of associates from local communities in entire upper management positions
North America	59
South America	44
Europe	47
Asia & Oceania	38
China	3

Annual training hours and cost per associate

	Annual training time (hours)	Annual training cost (yen)
Japan	9.3	40,100
North America	11.1	27,805
South America	20.5	25,520
Europe/Africa/Middle East	14.0	25,419
Asia & Oceania	18.0	24,795
China	38.6	30,411

• Amounts are approximate estimates.

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Ratio of women in management positions in the Honda workplace in Japan

	FY2015 (base year)	FY2017	FY2018	FY2019
Compared with FY2015 (times)	1.00	1.17	1.40	1.90

Percentage of women in the Honda workplace: FY2019

	Ratio of women in the entire workforce	Ratio of women in management positions
Japan	7.6	1.1
North America	24.1	15.0
South America	12.3	9.3
Europe/Africa/Middle East	17.1	11.1
Asia & Oceania	12.6	14.9
China	12.0	15.6
Total	13.9	7.9

Base salary and ratio of total compensation for males and females in Japan

	Base salary (Female : Male)	Total compensation (Female : Male)
Management positions	1 : 1.02	1 : 1.03
General associates	1 : 1.03	1 : 1.35

* The same pay scale is applied to male and female associates. Gaps are due to differences in factors such as age distribution and the ratio of males and females in pay grades.

Number of persons over 60 employed by Honda in Japan

	FY2015	FY2016	FY2017	FY2018	FY2019
Number of persons*	622	711	729	1,097	1,155

*Includes persons who turned 60 and continued employment in each fiscal year

Number of associates with disabilities and percentage of employment of individuals with disabilities in Japan

	FY2015	FY2016	FY2017	FY2018	FY2019
Number of associates*	1,089	1,094	1,073	1,041	1,055
Percentage of employment*	2.28	2.30	2.32	2.31	2.32

*Laws governing the employment of people with disabilities stipulate that employment of one individual with a serious disability is equivalent to employing two less severely disabled individuals for purposes of calculating the number of associates with disabilities and percentage of employment. Data depicted in the graph are current as of June 1 of each year.

Number of global hires

	FY2018	FY2019	FY2020 (Forecast)
Number of people hired	20	15	19

Number of associates who utilize child/nursing care support in Japan

		FY2015	FY2016	FY2017	FY2018	FY2019
Short working hours to facilitate child care		172	182	219	269	319
	Male	0	5	6	14	22
	Female	172	177	213	255	297
Administrative leave to facilitate child care		392	397	452	454	459
	Male	17	21	32	50	80
	Female	375	376	420	404	379
Nursing care leave for children		971	1,116	1,356	1,797	1,662
	Male	593	718	892	1,245	1,212
	Female	378	398	464	552	450
Work at home during child raising		-	-	145	249	445
	Male	-	-	38	76	192
	Female	-	-	107	173	253
Childcare cost subsidy		-	-	74	150	180
	Male	-	-	1	5	6
	Female	-	-	73	145	174
Short working hours to facilitate nursing care		3	3	8	5	6
	Male	2	1	5	3	2
	Female	1	2	3	2	4
Administrative leave to facilitate nursing care		9	11	22	22	25
	Male	9	8	14	13	19
	Female	0	3	8	9	6
Nursing care leave		13	22	11	37	40
	Male	11	17	10	31	30
	Female	2	5	1	6	10
Work at home during nursing care		-	-	22	29	47
	Male	-	-	12	17	27
	Female	-	-	10	12	20

Reinstatement rate (%) in Japan after taking child care leave

		FY2015	FY2016	FY2017	FY2018	FY2019
Reinstatement rate		99.2	98.3	96.1	96.5	98.4
	Male	-	-	100.0	100.0	100.0
	Female	-	-	95.5	95.7	97.8



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Total working hours per associate and average paid vacation days taken in Japan

	FY2015	FY2016	FY2017	FY2018	FY2019
Total working hours per associate	1,890	1,964	1,954	1,932	1,909
Average paid vacation days taken	19.4	18.4	19.0	18.7	19.3

Percentage of associates going through the evaluation programs

Region	Percentage of associates to be targeted for the evaluation programs
North America	100.0
South America	99.8
Europe/Africa/Middle East	100.0
Asia & Oceania	98.0
China	100.0

Percentage of performance-based remuneration in Japan

Level	Proportion of performance-based remuneration in entire compensation
Director, Operating Officer positions	50*
Management positions	37

*A certain level of stock options is included in remuneration for Director and Operating Officer positions.

Starting salary in Japan

	Monthly salary (yen)	Compared to minimum wage (%)
High school	174,700	109
Technical college and junior college	195,600	122
Undergraduate	218,700	137
Graduate school (Master's degree)	245,000	153

*Minimum wage is calculated using 20.3 eight hour days as one month based on the minimum wage for the Tokyo metropolitan area (985 yen/hour). This is a graded salary system and there is no difference in salary for males and females with the same qualification level. Figures are as of June 1, 2019.

Associate engagement in Japan (Total of 24 questions in six categories; average on a scale of 1 to 5)

Target: 3.50 points or more (Status of "very good" engagement levels* working at Honda)

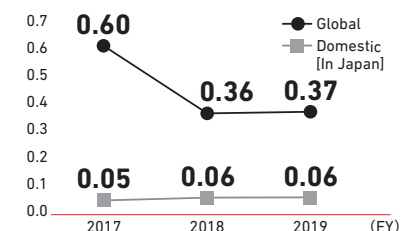
	FY2019
All associates	3.46
Male	3.47
Female	3.44
Percentage of respondents for all associates	96.2%

*Honda assesses the status of "very good" engagement levels in six categories: an open-minded workplace; rewarding tasks; an environment that makes hard work worthwhile; being proud to work at Honda; trustworthy management; and a pleasant work environment.

Number of participants in training related to health and safety standards

Health-related training	191 (6 workplaces)
Education for Company-wide Safety and Health Audit Committee members	14
Education for associates newly promoted to management positions	309
Training for newly appointed officers (in charge of occupational health and safety, traffic or fire and disaster prevention)	68

Frequency rate of lost workday injuries



• Global (Frequency rate of lost workday injuries): The number of lost workday injuries per one million work hours at Honda's seven production bases in Japan and 62 overseas production bases

• Domestic [In Japan] (Frequency rate of lost workday injuries): The number of lost workday injuries per one million work hours at companies to which Honda's labor agreement applies

Number of Industry Accident Fatalities (in Japan and Overseas)

