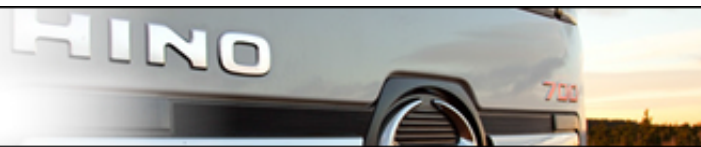


CSR

CSR > Social Performance > [To Our Employees](#)

To Our Employees



We respect each individual employee and strive to create a workplace that fosters personal growth.

Hino Motors' Fundamental Policy toward Employees

The recognition of and desire to "respect each individual employee, and strive to create a workplace that fosters personal growth," is a key component of Hino Motors' CSR Charter and ultimately the HINO Credo. In every part of its daily business activities, Hino Motors strives to realize this important concept and principle.

Approach to Recruiting Employees

In a current environment that is characterized by extreme shifts in economic and social trends, Hino Motors strives to recruit and foster employees who show a well-defined sense of self-purpose, will and motivation, and are capable of driving the organization forward amid diverse environmental changes.

Pursuant to its Charter of Corporate Behavior, as a participant in the Japan Business Federation's joint declaration concerning the employment of workers, Hino Motors is actively recruiting new college graduates in accordance with the intent of the charter.

Hino Motors Fundamental Policy toward the Education and Training of Employees

Hino Motors aims to be a manufacturer of commercial vehicles that wins the trust of people from around the world. To this end, the Company works to nurture employees' abilities to accurately understand changing market conditions and take the initiative so that they can expand the Group's business globally.

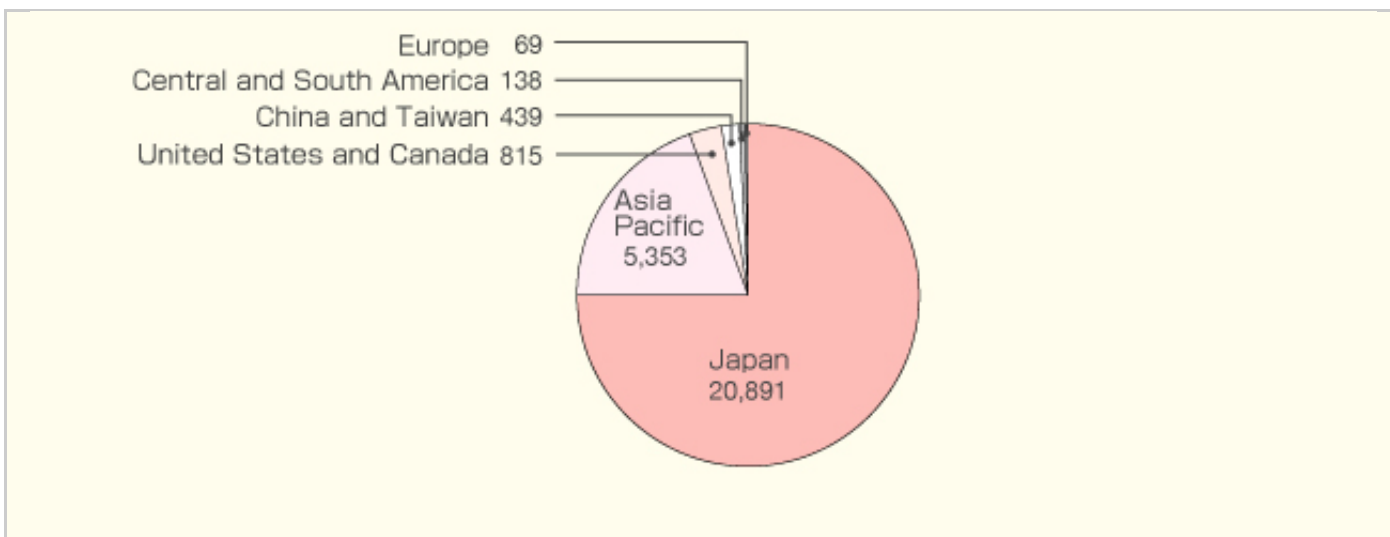
Basic Stance toward Personnel Evaluation

Using its interview system as a basis, Hino Motors has introduced an evaluation system to assess each individual's performance of his or her duties and the results of that performance. In addition, the Company conducts training for personnel newly appointed to positions of management, from department to division heads, covering personnel evaluation skills. Through these and other means, Hino Motors strives to ensure that employee evaluations are conducted in an appropriate and fair manner.

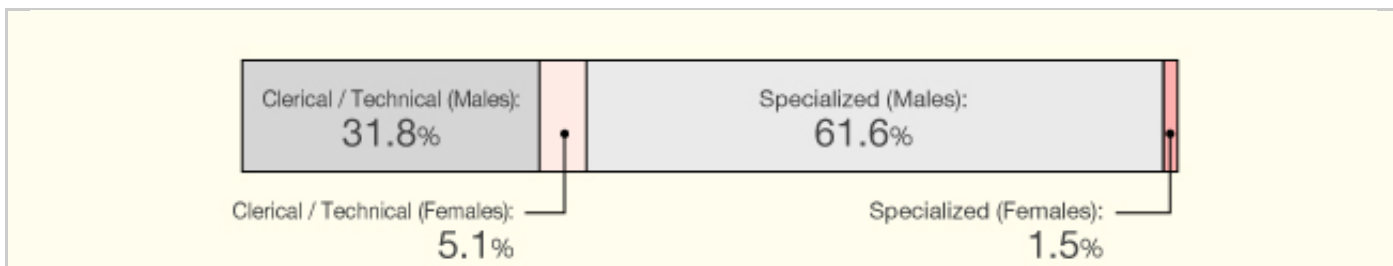
■ Number of Employees (Non-consolidated)

	March 31, 2011	March 31, 2012	March 31, 2013
Males	10,195	10,468	10,707
Females	685	720	769
Total	10,880	11,188	11,476

■ Number of Employees Globally; Total 27,705 (as of March, 2013)



■ Ratio by Job Type(Non-consolidated, as of March 31, 2013)



Employing People with Disabilities

Hino Motors is active in the employment of people with disabilities, in line with the HINO Credo, and more specifically, Hino Motors' CSR Charter. The Company is working to create a positive working environment for people with disabilities. With that in mind, a special holiday system has been established that includes paid time-off for health management and skills development activities; in addition, measures have been implemented for safe commuting to and from work. Hino Motors has also designed its offices and parking lots to facilitate access for people with disabilities.

To promote the employment of people with disabilities, Hino Motors established a subsidiary, Hino Harmony, Ltd., in December 2007. The employment ratio of people with disabilities to total employees at Hino Motors was 1.87% in fiscal 2012. The Company intends to create new employment opportunities as part of its ongoing efforts to increase this ratio.



Employees with disabilities at Hino Harmony

Employment Initiatives for the Elderly

Hino Motors has adopted a re-employment system that targets retired personnel who have a wealth of technical and specialist skills. The re-employment system provides a variety of options, including the employment of retired personnel on the same terms and conditions as full-time employees, as well as three-day workweek. In this manner, Hino Motors is endeavoring to promote employment opportunities in balance with individual lifestyle needs. As of March 31, 2013, 427 personnel are employed through the re-employment system.

■ Number of Re-employed Staff

	March 31, 2011	March 31, 2012	March 31, 2013
Number of re-employed staff	397	413	427

Initiatives Aimed at Promoting Diversity

Hino Motors actively engages in the recruitment of skilled and capable individuals irrespective of gender and nationality. Management appointments are similarly based on skills and aptitude, with equal consideration given to both men and women.

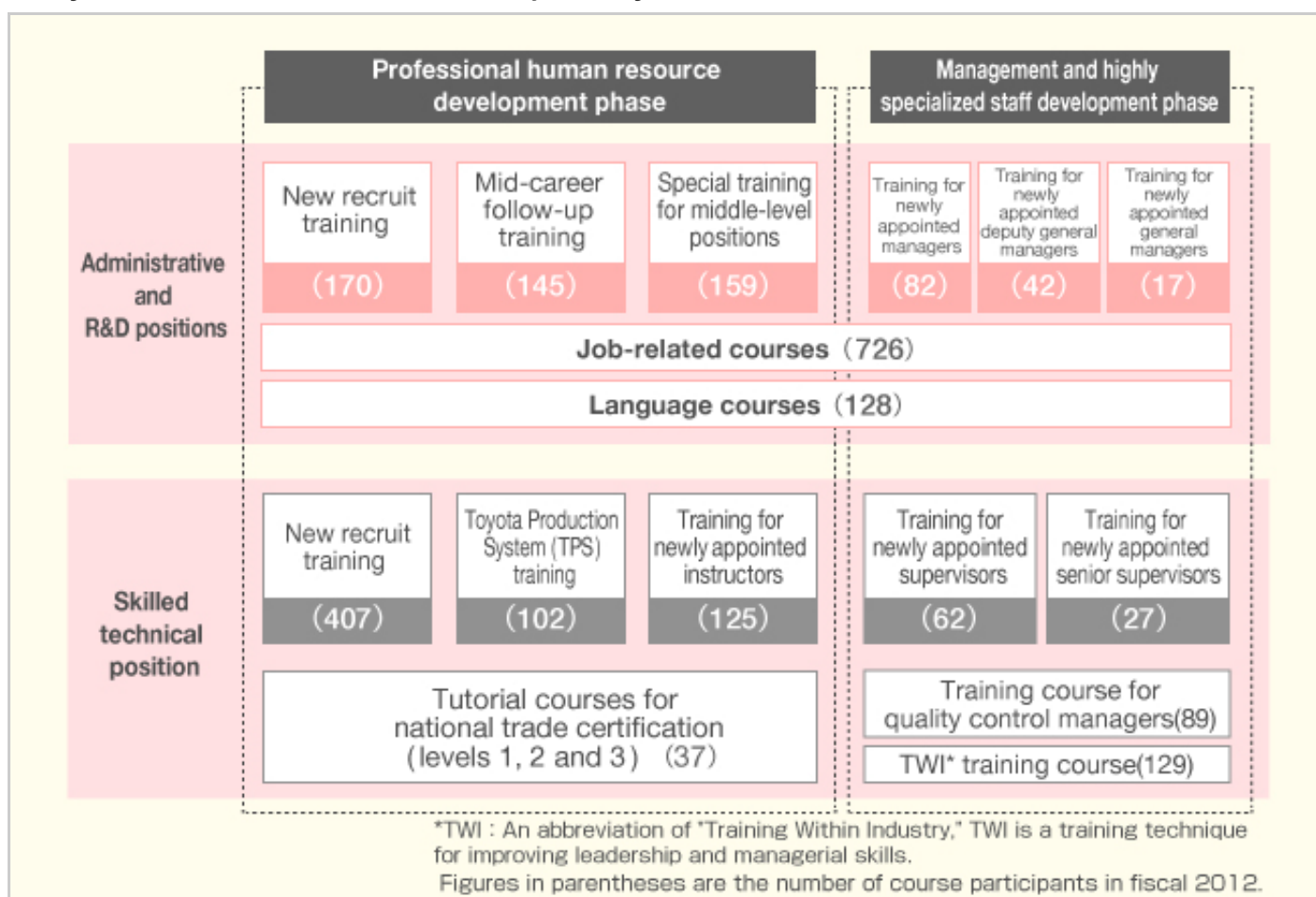
For the recruitment and employment of human resources overseas, strict compliance with local laws and regulations is ensured. In principle, the Company places considerable emphasis on individuals who will have an immediate impact. Accordingly, Hino Motors focuses on each individual's career, qualifications and capabilities.

Human Resource Education and Training Initiatives

Hino Motors pursues every avenue in its efforts to develop the highest quality personnel. Complementing its on-the-job training endeavors aimed at enhancing onsite operating knowledge and skills, the Company places significant focus on upgrading its specialist skills training across wide-ranging functions. Working to provide a broad spectrum of education and training opportunities, Hino Motors currently boasts a curriculum exceeding 20 courses.

The development of human resources capable of excelling on the world stage is also recognized as an urgent business imperative. In this context, Hino Motors provides broad-based language courses encompassing English, Spanish and Chinese, while at the same time supporting employees in their self-learning endeavors. In order to provide employees posted overseas with practical training prior to their departure, Hino Motors is currently preparing educational programs across a wide spectrum of fields, including corporate strategy and risk and labor management as well as cross-cultural communication.

■ Key Skills and Human Resource Development Systems



In-House Skills Accreditation System and Company-wide Capabilities and Competencies Exchange

Hino Motors has adopted an in-house skills accreditation system at workplaces where specialized qualifications are required. In addition to identifying occupational prerequisites based on qualifications and the number of years of experience, the system allows employees to obtain the necessary expertise and skills according to a set plan and program through technical, educational, and daily on-the-job training. In this way, the system is beneficial for creating workplaces where each employee works toward his or her goals.

In an effort to provide opportunities for skilled employees to meet in a competitive environment and further enhance their skills mutually, Hino Motors holds a company-wide capabilities and competencies exchange every year, bringing together all employees who have acquired qualifications under Hino Motors' in-house skills accreditation system. These employees are engaged in production technology activities at the Company's Hino, Hamura and Nitta plants.

Encouraging a spirit of competition, the exchange meetings enable employees to take full advantage of the technical skills they have continued to sharpen on a daily basis. Reflecting the unified approach adopted by each workplace, Hino Motors is collectively fostering a corporate culture and tradition that values the process of reciprocal learning. This in turn is contributing to a higher level of employee motivation and drive.



Hino Motors' Employees Receive Contemporary Master Craftsman Award

In fiscal 2012, employees from Hino Motors were presented with the Contemporary Master Craftsman Award in the metalworking category from the Ministry of Health, Labour and Welfare of Japan. The award recognizes outstanding achievements and promotes efforts to raise the status and skill levels of technical employees. In addition to the ministry's commendation, the employees were also presented with the President's Special Prize by the Company.

Hino Technical Skills Academy

Hino Motors established an education and training facility in 1951. Building on the spirit, tradition and passion of Japanese craftsmen, this facility was later renamed the Hino Technical Skills Academy, which today strives to nurture specialist personnel devoted to quality and excellence in manufacturing. The goal of the Academy is to develop "artisans." These talented personnel will lead the production frontline in the future, in terms of character and technical capabilities, to deliver products that combine development and design with a deep understanding of customer needs and user-oriented manufacturing. Trainees who have completed the three-year course are allocated to various plants and manufacturing sites, ultimately forming the engine of Hino Motors' production power. In March 2013, 29 graduates were posted to the Company's various plants, and the Academy welcomed 35 new trainee recruits in April.

Occupational Safety and Health

Basic Stance toward Occupational Safety and Health

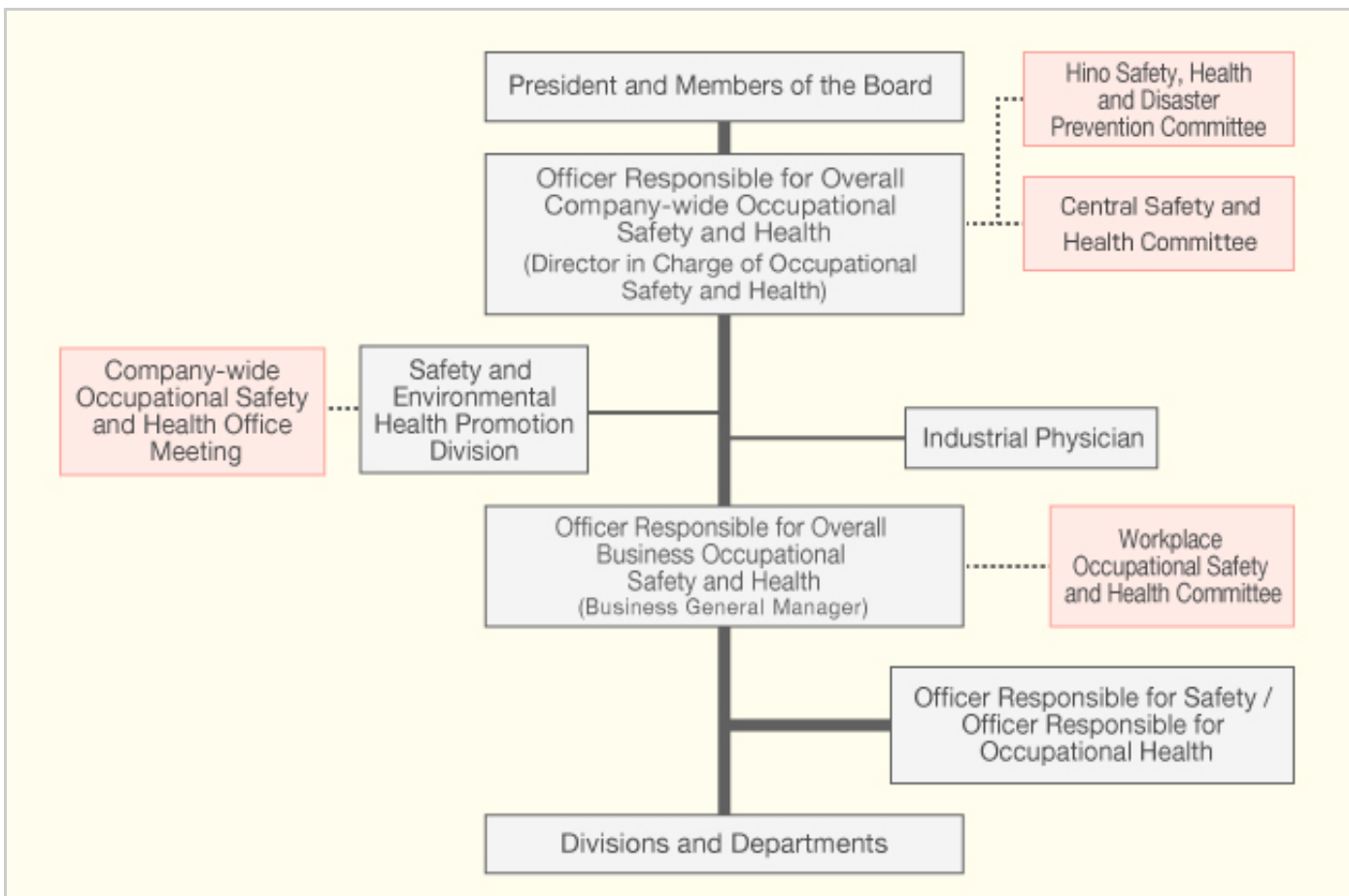
Hino Motors has positioned employee's safety and health as one of management's core underlying principles. Acknowledging that safety takes priority over all business activities, as stated in the Hino Motors Fundamental Policy for Safety and Health, the Company strives to create a safe and healthy workplace and to promote safety and health awareness among all employees.

Occupational Safety and Health Management System

Hino Motors has established the Hino Safety, Health and Disaster Prevention Committee as its primary occupational safety and health decision-making body. Complementing this structure, a network of occupational safety and health committees consisting of company members, industrial doctors and union members has been set up at the Company's offices and facilities. Under the guidance of this overarching organizational structure, workplace safety initiatives and measures are implemented at each department and division. Furthermore, the Company is carrying out improvements based on risk management at each of its plants while actively developing initiatives to prevent work-related injuries and accidents.

Initiatives designed to completely eradicate work-related accidents are being expanded across the Hino Group's worldwide network. Specifically, steps are being taken to develop disaster prevention initiatives and to share all relevant information throughout the Group. Furthermore, Hino conducts onsite interactive training and seminars on safety issues.

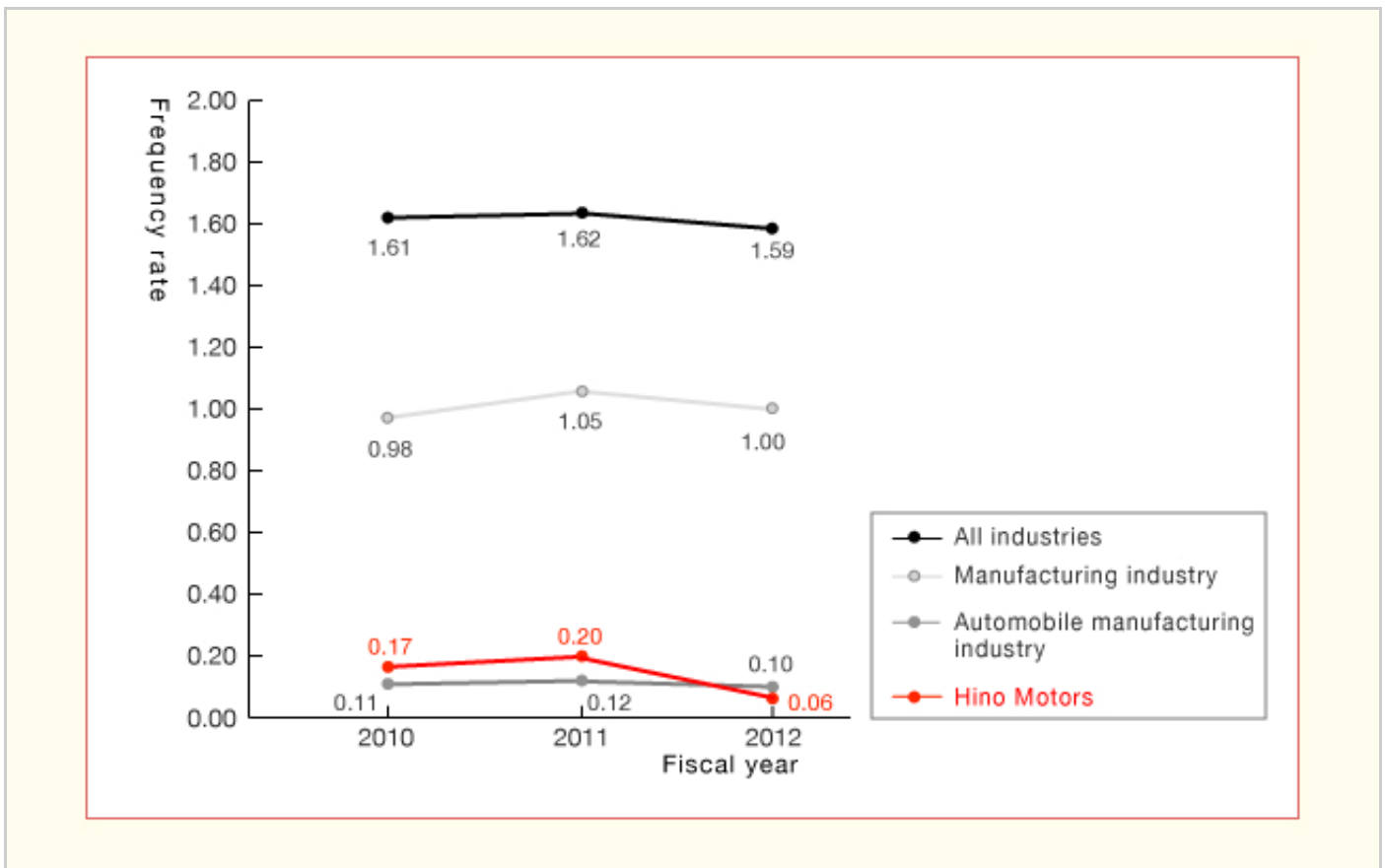
■ Occupational Safety and Health Management System Organization Chart



Initiatives Aimed at Securing and Improving Occupational Safety and Health

Hino Motors conducts wide-ranging occupational safety and health education and training tailored to job types, skills and responsibility levels, with the aim of enhancing employee safety awareness and knowledge. A total of 8,310 employees participated in these activities during fiscal 2012.

■ Frequency of Temporary Absences Due to Accidents, by Industry



*Frequency of temporary absences due to accidents = (number of employees injured during operations / total number of working hours) x 1,000,000

Employee Healthcare and Countermeasures for Highly Virulent Infectious Diseases

During the 2009 outbreak of a new strain of H1N1 influenza (or "swine flu"), Hino Motors provided information to all of its employees and took daily steps to ensure that all necessary measures were taken to avoid infection. At the same time, the Company established concrete guidelines for employees and their family members who had contracted the virus as a way to prevent it from spreading further.

Currently there are concerns that this strain of H1N1 influenza could mutate into a more virulent strain, or that the highly virulent H5N1 influenza, also known as "bird flu," could also mutate into a new strain. To prepare for such scenarios, Hino Motors has established rules in response to an outbreak of a highly virulent influenza virus, with the goals to protect the health of employees, maintain essential business operations, and resume full operations as quickly as possible. The Company has also prepared measures based on guidelines covering each stage of an outbreak. Simulated drills are conducted to ensure that guidelines are in place; and supplies of items to prevent infection, such as flu masks and disinfectants, are kept in stock.

In addition, Hino Motors is implementing training for employees and their family members, particularly in countries outside of Japan, to provide education and information on preventing infectious diseases. The Company is providing preliminary health checks and vaccinations in various countries along with discussions related to the lifestyles, medical care, and safety in each respective country.

Supporting Healthcare for Employees Stationed Overseas

To offer healthcare information to employees who have been stationed outside Japan, Hino Motors has set up a healthcare assistance service. In the past, the service provided employees and their families with access to an occupational physician by telephone or email. From April 2013, however, Hino Motors started a new service in which a professional healthcare service organization offers consultation on healthcare, including mental health, via a toll-free number.

Employee Mental Health Management

Hino Motors recognizes that good health, both in mind and body, plays an important role in an employee's ability to fulfill his or her potential. Accordingly, the Company places considerable weight on efforts that contribute to employee health. Focusing particularly on mental well-being, Hino Motors operates a health office staffed by industrial physicians and conducts regular workshops for all new employees as well as managers and supervisors.

In addition, Hino Motors offers employees periodic consultations with qualified counselors from outside the Company and provides access to a contracted mental health organization through various means, including a toll-free telephone number, Internet correspondence, and consultations. Every effort is being made by Hino Motors to provide comprehensive mental health care.

In fiscal 2012, Hino Motors began checking the stress levels of all employees. And medical professionals began assisting employees prone to health problems with guidance on personal health management. The Company is utilizing the data based on the results of the stress level checks to assess the vibrancy of the workplace and enhance workplace management.

■ Participants in Mental Health Care Study Sessions Held for Managers

Business site	2010	2011	2012
Head Office/Hino Plant	130	96	105
Hamura Plant	72	196	65
Nitta Plant	10	7	30
Tamachi Office	15	4	-*
Company-wide total	227	303	200

*The Tamachi Office was closed in November 2011

Measures to Prevent Heatstroke

In addition to measures introduced into facilities to prevent heatstroke, Hino Motors broadened its initiatives in fiscal 2011 with preventative activities held between July and September. Today Hino Motors continues these initiatives. Specifically, it holds seminars explaining how to prevent heatstroke and partially subsidizes the price of cold beverages. For employees working in the plants of Hino Motors, the Company implements a health check at the start of work, provides double the normal amount of saline solution, and sets up specified times for employees to drink water.

Hino Motors is also using equipment to reduce heat in the summertime, measuring the workplace environment using wet bulb globe temperature devices, conducting relevant training, and helping employees to take care of themselves in the summertime so that they will not be susceptible to heatstroke.

Initiatives That Help Create an Ideal Working Environment

Welfare Benefits

Hino Motors has developed extensive welfare benefit services that include both child support and nursing care support. In this manner, the Company is working to help each employee to lead a balanced work and personal life. In addition to creating opportunities that allow employees to more easily use these benefits, Hino Motors is also reviewing workplace environments as well as individual work styles.

For its retirement benefit systems and plans, the Company places considerable emphasis on efforts that give employees peace of mind. While essentially based on a defined-benefit corporate pension plan, Hino Motors has in certain cases introduced defined-contribution pension plans with the aim of providing employees with alternative options. This initiative effectively takes into account the life plans of individual employees.

■ **Employees Participating in Efforts to Support the Next Generation**

System Name	Details	Number of participants
Childcare leave	Leave until the date the employee's child reaches his or her second birthday through to March 31	54
Shorter working hours to accommodate for childcare needs	Shorter working hours for employees with children through to March 31 of the child's third year of elementary school	94
Flextime with no core hours	Core time deregulation for employees with children through to March 31 of the child's third year of elementary school	12
Child nursing care leave	Five additional vacation days each year for employees with children through to March 31 of the child's third year of elementary school	50

Compassion and Respect for Workplace Colleagues

The Hino Code of Conduct promotes mutual respect and compassion among both directors and employees to create an active, lively and dynamic workplace. Hino Motors does not tolerate any behavior that violates human rights, including discrimination based on race, religion, gender, age, nationality and disability, and likewise does not tolerate child labor, enforced labor, or any form of harassment.

The Company conducts harassment prevention and compliance training in an effort to ensure that behavioral guidelines are increasingly adopted and practiced. Hino Motors is working diligently to further enhance workplace environments and to create closer ties built on mutual credibility and trust.

A total of 836 employees participated in harassment prevention and compliance training sessions in fiscal 2012. Hino Motors intends to enhance the content and expand the scope of the training while providing it on a continuous basis in the future.

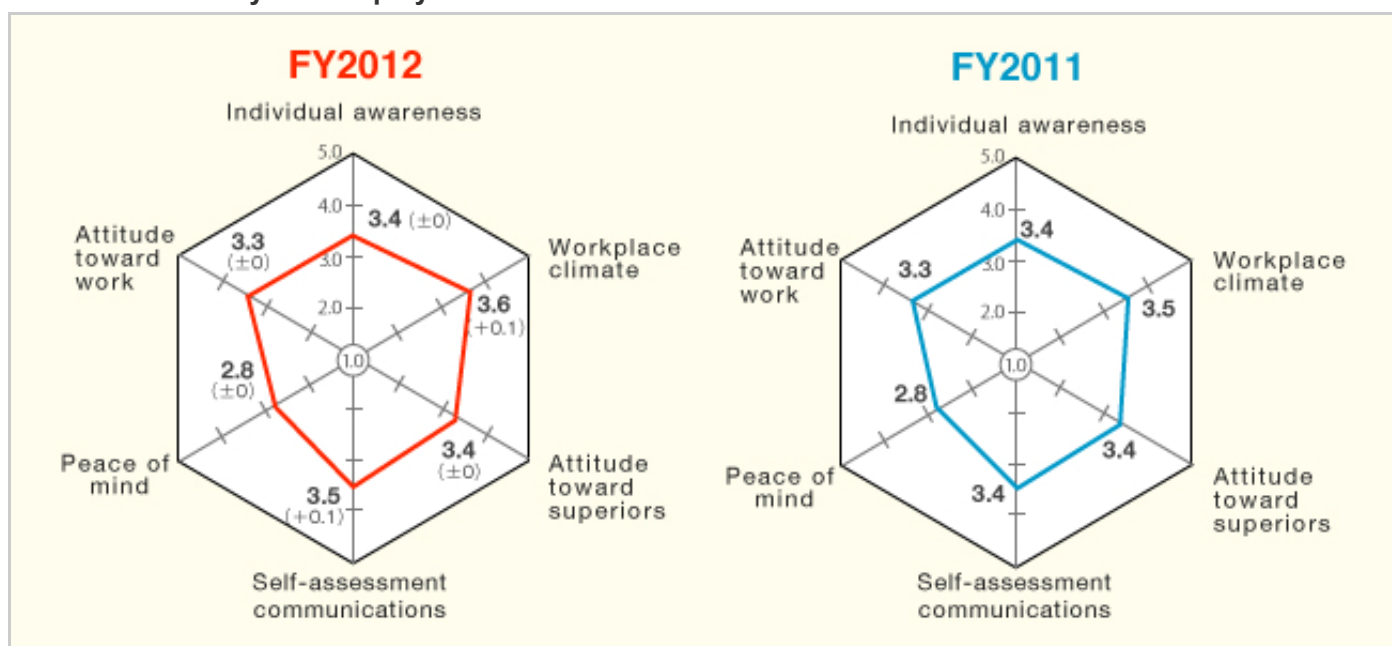
 Hino Code of Conduct

Employee Attitude Surveys

Hino Motors has been conducting annual surveys on employee morale since fiscal 2005 to directly hear about the employees' level of enthusiasm and satisfaction toward work and attitude toward the workplace environment. The results of each survey are used to develop and improve benefit programs as well as to enhance the workplace environment. Through these endeavors, the Company is working to raise employee satisfaction. Survey results are also reflected in activities aimed at improving individual work areas.

Furthermore, results are compiled on a divisional basis and fed back to appropriate areas. Issues for improvement are established based on these results, and improvement indicators are incorporated into each fiscal year's divisional plans.

■ **Results of Surveys on Employee Morale**



Promoting Stable Labor Relations

A collective labor agreement between the Company and labor union states that management closely monitors labor conditions and is striving for improvements toward maintaining stable labor relations, and similarly, the labor union respects the rights of company management and cooperates with efforts to enhance production. To mark the 60th year of its founding, in 2012, Hino Motors reaffirmed its basic stance toward development and continuance of sound management and labor relations with a renewed labor and management declaration of mutual trust and respect. Accordingly, the Company is carrying out tasks related to human resources and the labor environment.

Opportunities for Labor and Management Collaboration

At Hino Motors, labor and management strive to reach a consensus on issues of common interest through labor-management conferences. Labor-management meetings are also held at each plant and unit of the Company. Both parties aim to create a positive and productive workplace environment for employees.

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