

**Social Performance**

**To Our Stakeholders**

**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.

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.

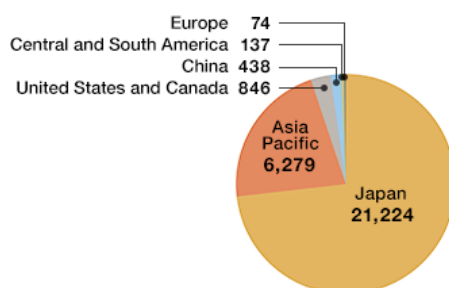
**Basic Stance toward Personnel Evaluation**

Using its interview system as a basis, Hino Motors has introduced an evaluation system to assess each individual’s performance of duties and the results of that performance. In addition, the Company conducts training for personnel newly appointed to positions of management, 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, 2012	March 31, 2013	March 31, 2014
Males	10,468	10,707	10,888
Females	728	769	798
Total	11,188	11,476	11,686

**■ Number of Employees Globally; Total 28,998 (as of March, 2014)**



**■ Ratio by Job Type (Non-consolidated, as of March 31, 2014)**



## Employing People with Disabilities

Hino Motors is active in the employment of people with disabilities.

The Company is striving to create a working environment that is comfortable for people with disabilities to work in. Toward this end, it has set up a special holiday system that allows employees with disabilities to take paid time-off for the purpose of health management and skills development activities. In addition, parking lots at worksites have been designed to facilitate access for them.

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 2.08% in fiscal 2013. 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 a three-day workweek.

In this manner, Hino Motors is endeavoring to promote employment opportunities in balance with individual lifestyle needs. As of March 31, 2014, 469 personnel are employed through the re-employment system.

### ■ Number of Re-employed Staff

	March 31, 2012	March 31, 2013	March 31, 2014
Number of re-employed staff	413	427	469

## 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.

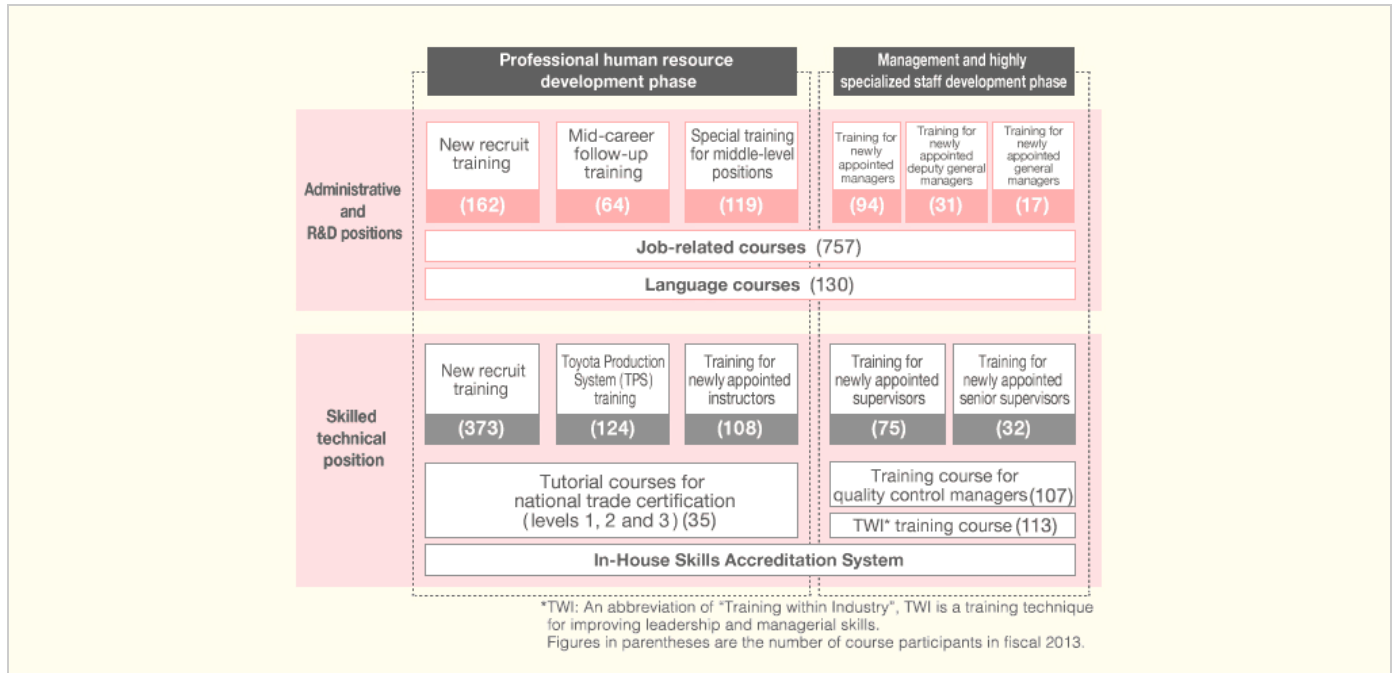
For the recruitment and employment of human resources outside Japan, strict compliance with local laws and regulations is ensured. In principle, Hino Motors and its group companies focus on each individual's career, qualifications and capabilities.

## Human Resource Education and Training Initiatives

Complementing its on-the-job training endeavors aimed at enhancing onsite operating knowledge and skills, Hino Motors places significant focus on upgrading its specialist skills training. Working to provide a broad spectrum of education and training opportunities, Hino Motors currently boasts a curriculum that exceeds 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, 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 created an in-house skills accreditation system that specifies the capabilities needed at workplaces where technical skills are required and allows employees to systematically acquire the technical abilities and knowledge needed to perform their work through technical, educational and on-the-job training as well as lectures.

As part of this accreditation system, Hino Motors holds its Company-wide Capabilities and Competencies Exchange every year as a means to enable employees to share the skills they have acquired and improve them through friendly competition. The event gives representatives from each factory an opportunity to fully demonstrate the skills they have honed on a daily basis in various technical skill categories. By having the factories join together to improve the abilities of their members, the Company-wide Capabilities and Competencies Exchange is invaluable for motivating employees and fostering a corporate culture that passes down essential skills through reciprocal learning.



### Hino Motors' Employees Recognized for Outstanding Skills by the Governments of the Tokyo Metropolitan Area and Gunma Prefecture

Japan has established a system for awarding outstanding technical skills, by which the governor of each prefecture and administrative division of the country publically recognizes people who possess superior capabilities, as well as pass on their skills to young people, raise the standard of technical skills, and contribute to improving work efficiency. In fiscal 2013, the Tokyo Metropolitan area and Gunma Prefecture each selected a Hino Motors employee for an outstanding skills award.

### 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, with their outstanding character and technical capabilities. 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 2014, 34 graduates were posted to the Company's various plants, and the Academy welcomed 39 new trainee recruits in April.

## Occupational Safety and Health

### Basic Stance toward Occupational Safety and Health

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.

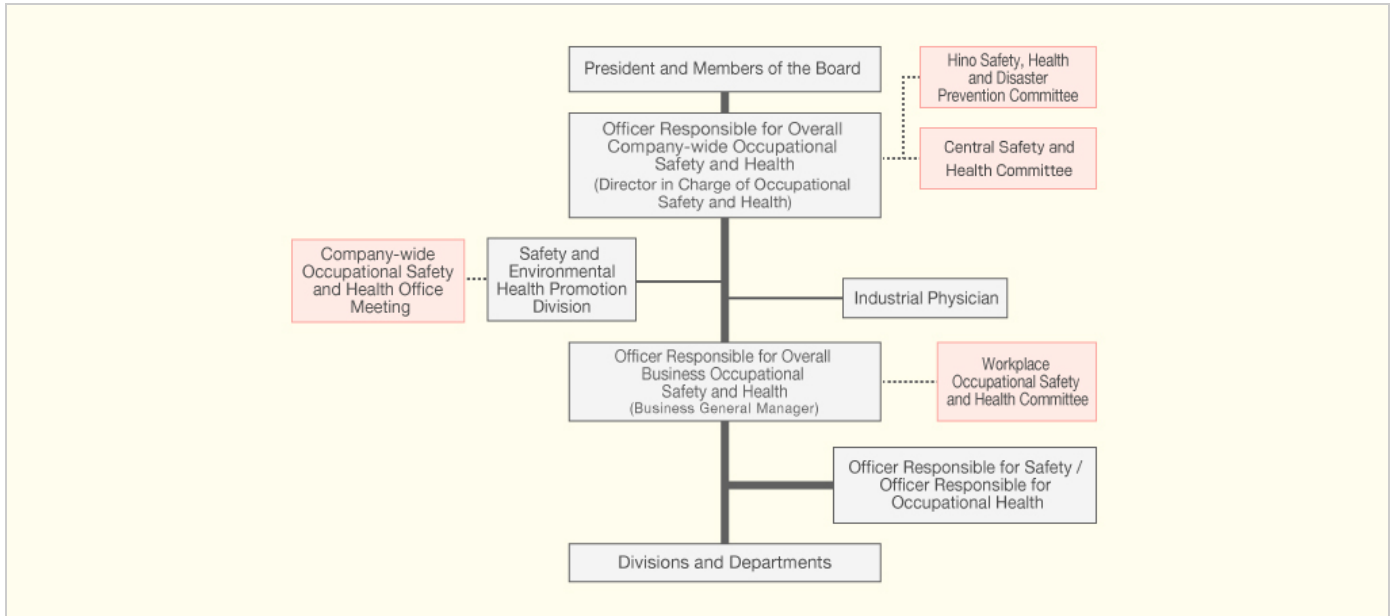
## Occupational Safety and Health Management System

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.

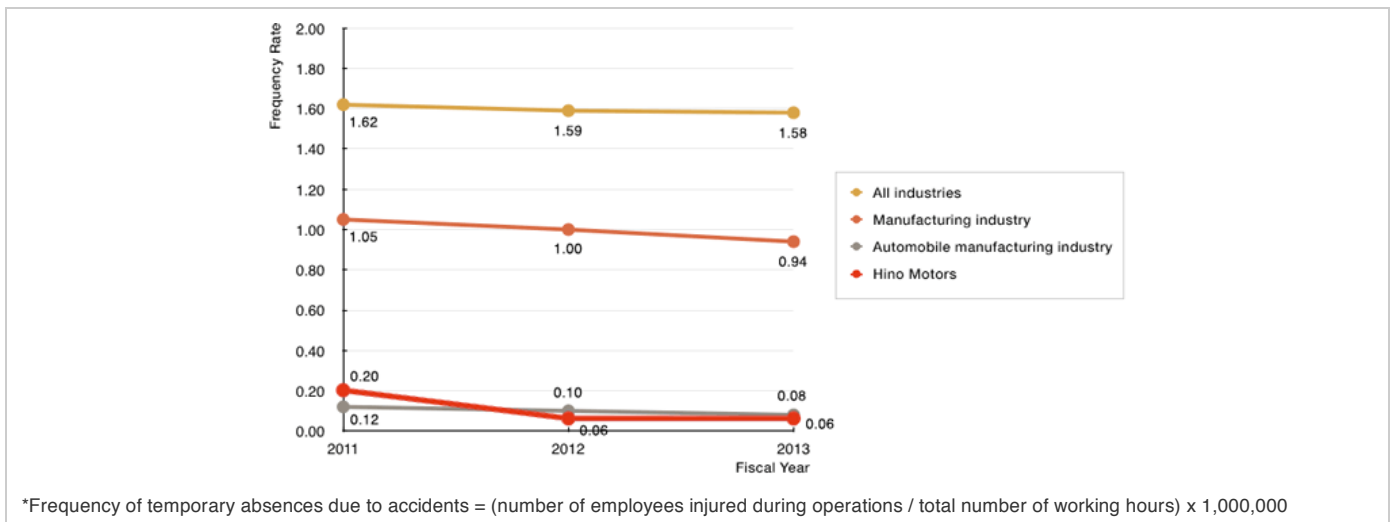
### Occupational Safety and Health Management System Organization Chart



### 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 8,240 employees participated in these activities during fiscal 2013.

### Frequency of Temporary Absences Due to Accidents, by Industry



## Employee Healthcare

### 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 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. Every effort is being made by Hino Motors to provide comprehensive mental health care.

Hino Motors began having specialists check the stress levels of all employees in fiscal 2012. Then in fiscal 2013, 610 employees diagnosed with stress levels that pose high health risks were offered assertion training in order to help them more effectively deal with stress. The Company is implementing initiatives like this to improve personal health management among employees, and is utilizing the results of the stress level checks to enhance workplace management.

#### ■ Participants in Mental Health Care Study Sessions Held for Managers

Business site	2011	2012	2013
Head Office/Hino Plant	96	105	407
Hamura Plant	196	65	182
Nitta Plant	7	30	54
Tamachi Office	4	-*	-*
Company-wide total	303	200	643

\*The Tamachi Office was closed in November 2011

#### Supporting Healthcare for Employees Stationed Overseas

Hino Motors has set up a healthcare assistance service to provide healthcare information to employees who have been stationed outside Japan. The service provides employees and their families with access to an occupational physician by telephone or email. The Company also established a new service in April 2013 to provide these employees with healthcare consultation from a professional healthcare service organization.

#### Countermeasures for Highly Virulent Infectious Diseases

Hino Motors provided information to all of its employees and took daily steps to ensure that all necessary measures were taken to avoid influenza. 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.

The outbreak of new types of viruses more virulent than before is a matter of serious concern. Therefore, Hino Motors has established rules for responding to an outbreak of a highly virulent influenza virus, with the goals of protecting the health of employees, maintaining essential business operations, and resuming full operations as quickly as possible. It has also prepared procedures to take at each stage of an outbreak in accordance with laws and regulations as well as internal action plans and guidelines. The Company conducts simulated drills to ensure that it can respond effectively in the future, and it maintains a supply of items to prevent infections.

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.

#### Measures to Prevent Heatstroke

In addition to measures introduced into facilities to prevent heatstroke, Hino Motors continues its initiatives with preventative activities. Specifically, it holds seminars explaining how to prevent heatstroke and partially subsidizes the price of cold beverages (from July through September). For employees working in the plants of Hino Motors, the Company 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 temperature devices, conducting relevant training, and helping employees to take care of themselves in the summertime so that they are not 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 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. 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	65
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	106
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	11
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	44

## 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 or disability, and likewise, it 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.

A total of 893 employees participated in the 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.

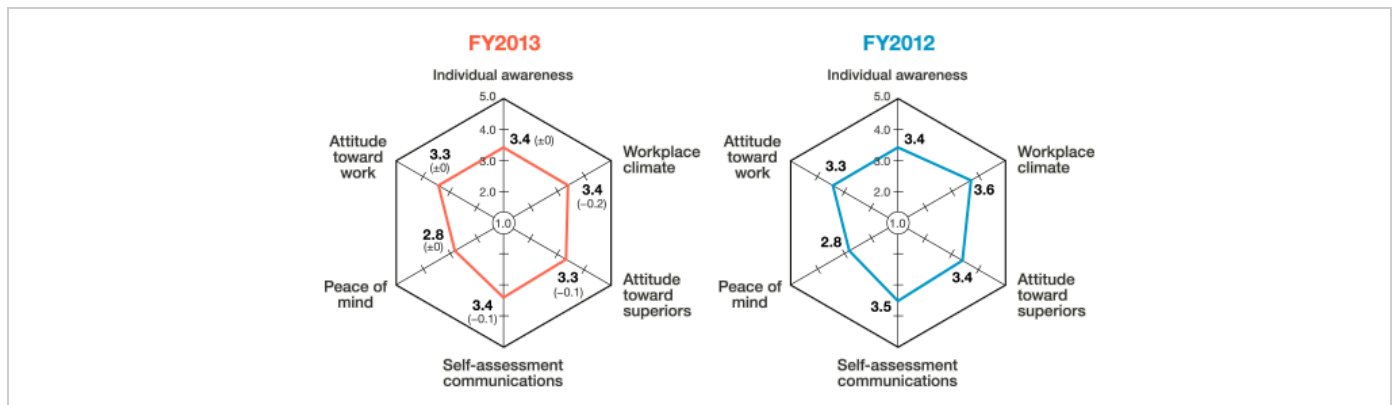
 Hino Code of Conduct

## 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 their 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. 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.

## ■ Results of Surveys on Employee Morale



## Promoting Stable Labor Relations

A collective labor agreement between the Company and the 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, and 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.