

# Respect for Employees

We respect the human rights and diversity of our employees, and put in place an environment where they can show their skills to the fullest as well as work safely and comfortably so that Isuzu and its employees can grow together.



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Management Approaches	55
Basic Mindset Behind HR Policy	56
Human Rights	56
Work style Reform	57
Work Health and Safety	59
Utilization of Diverse Human Resources	63
Personnel Development	65
Improving Employee Satisfaction	69
Labor-Management Relations	70
Social Performance Data	71

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# Management Approaches

## Basic Mindset

We respect the human rights and diversity of our employees, and put in place an environment where they can show their skills to the fullest and work safely and comfortably so that Isuzu and its employees can grow together.

## Promotion System

### Isuzu Only

For our HR policy initiatives, cases related to the HR policy are reported at the Management Meeting whenever they occur. Administration Division Meetings are held regularly so that divisions can share their initiatives and the progress being made. Administration Division Meetings are attended by an officer of the Administration Division, executives and department managers from the HR Planning Department, General Affairs & HR Department, Labor Department, and Legal Department.

## Initiative Themes for Respecting Employees

To make our policy of respecting our employees a reality, we have identified and are working on the following issues.

1. HR Policy
2. Initiatives for a Diversity of Work Styles
3. Work Health and Safety
4. Utilization of Diverse Human Resources
5. Personnel Development
6. Improving Employee Satisfaction
7. Labor-Management Relations

## Basic Mindset Behind HR Policy

Isuzu will continue working to improve both individual employees and the organization as a whole, with the aim of addressing the external environment — such as a shrinking and aging population, a reduction in the working population, and the implementation of laws related to work style reform — and the internal environment where the further utilization of diverse human resources including the older generation, women, and disabled people are the issues.

From a medium- and long-term perspective, we are beginning to discuss personnel management plans to help Isuzu to grow into a group of innovators in the midst of major reforms in the business environment.

## Human Rights

### Basic Policy

Isuzu's Basic Compliance Initiative Policy says "We create a safe and comfortable working environment that respects each employee's personality and character so that everyone can fully demonstrate their capabilities." More specifically, our standards of behavior aim to make a safe, healthy and good environment to work, where employees' personalities and characters are respected and each one of them feels enriched and fulfilled. In particular, discrimination and/or harassment infringe(s) human rights and our policy clearly states our determination not to condone such acts.

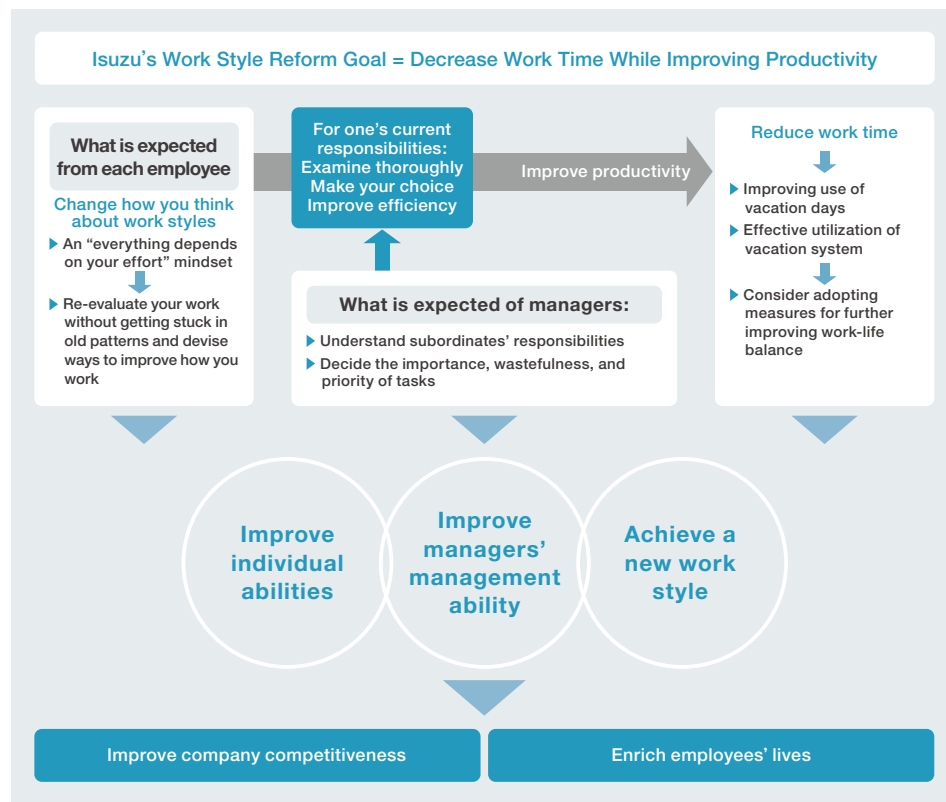
### Education and Awareness-raising Activities for Respecting Human Rights

Our training program for new employees involves the use of a compliance guidebook to teach them about human rights, aiming to ensure that they recognize the importance of respecting human rights. Moreover, Isuzu raises its people's awareness about human rights by communicating the practices relevant to the topics of the time.

# Work style Reform

## Basic Mindset Behind Work style Reform

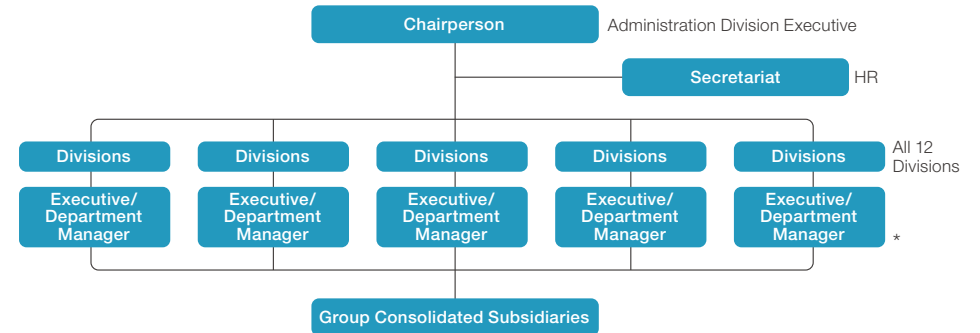
The basic mindset behind the work style reform that Isuzu is aiming for is “reducing work hours while improving productivity.” To successfully implement work style reforms throughout the company, we convene Work style Reform Promotion Meetings once every three months. At Work style Reform Promotion Meetings, we discuss new plans and measures from the perspectives of job satisfaction and ease of working, and swiftly expand them across the company.



## Work Style Reform Promotion Meeting System

Members of the Work style Reform Promotion Meetings are executives (assistant executives) of different divisions and representative department managers. Administration Division functions as a secretariat to organize the meetings. Isuzu Motors Labor Association attends as an observer, which adds more effectiveness to the efforts while the opinions of representatives from employees are also taken into consideration.

### Work Style Reform Promotion Meeting System Diagram



\* When an Executive (Assistant Executive) or Department Manager member is absent, a substitute must attend

## Work Style Reform Promotion Meeting Activity Details

### Promotion meetings held once every three months

- ▶ Each division shares examples of its initiatives
- ▶ Discussion of new initiatives

### Implemented by executives/department managers representing all divisions as members of the Work Style Reform Promotion Meetings:

- ▶ Participate in promotion meetings and discussions
- ▶ Implement the details and decisions shared in promotion meetings within their divisions and promote initiatives

Set quantitative and qualitative targets in each division and promote initiatives

## Work Style Reform

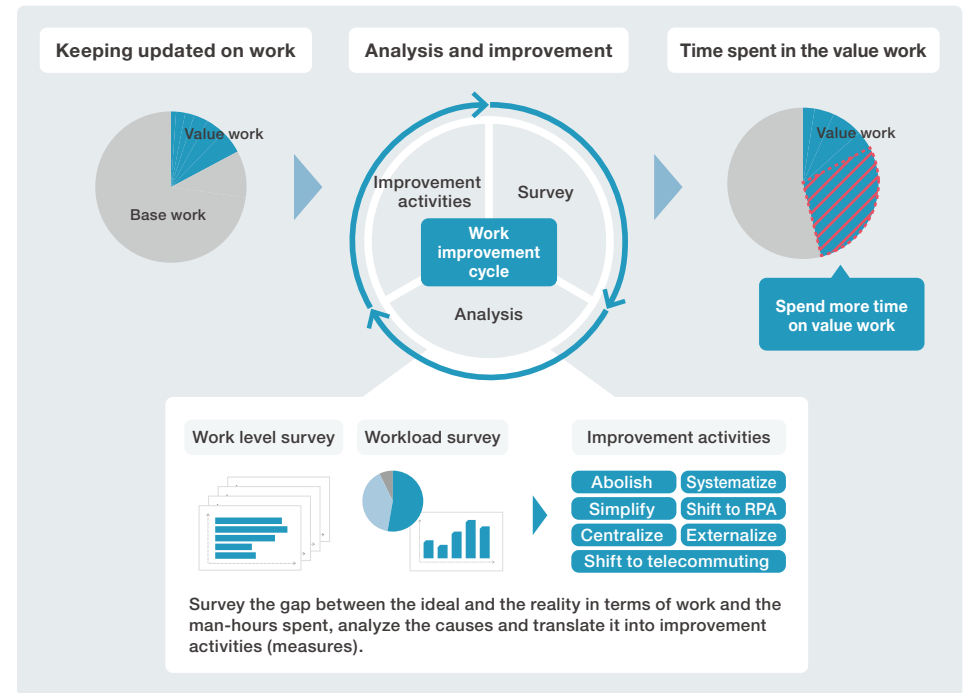
### Work Style Reform Promotion Meetings Initiatives and Measures

Job satisfaction	<p><b>Measures for improvement of individuals</b></p> <ul style="list-style-type: none"> <li>Measures for motivating the existing workforce</li> </ul>
Ease of working	<p><b>Flexibility</b></p> <p><b>Introduction of diverse forms of working</b></p> <ul style="list-style-type: none"> <li>Telecommuting</li> <li>Relaxing limits on frequency of half-day offs/ two-hour breaks</li> <li>Satellite offices within operation sites</li> </ul> <p><b>Consideration of diverse forms of working</b></p> <ul style="list-style-type: none"> <li>Non-core flextime</li> <li>Working remotely</li> </ul>
	<p><b>Reassurance</b></p> <p><b>Enhancement of welfare benefit services</b></p> <p><b>Support for parenting/nursing care</b></p> <p><b>Support for life after retirement (DC pension)</b></p>
Shift toward quality	<p><b>Implementation of work reforms/system reforms</b></p> <ul style="list-style-type: none"> <li>Shift toward streamlining/ leveling work</li> <li>Start reforming mission-critical systems</li> <li>Automation of routine tasks using RPA/AI</li> </ul>

### Efforts to Reduce Work Hours

Work style Reform Promotion Meetings analyze the base work\* of respective departments to automate and simplify it with the use of RPA and other means. The aim is more than just reducing work hours. We pursue improvements in productivity by appropriating the time saved by automation and simplification to the value work\*.

\* Base work: Regular work that is a function necessary for completing business and is performed within an existing framework.  
 Value work: The kinds of work that, if you focus on them, make your company more competitive and improve the company's performance.  
 Value work has high added value for the company.



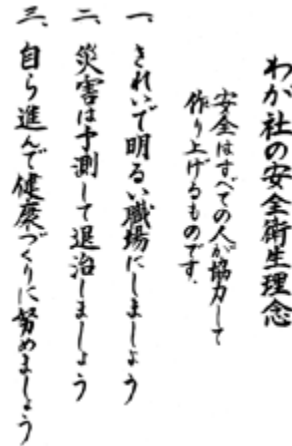
# Work Health and Safety

## Basic Mindset Behind Work Health and Safety

Our operational activities are based on employees' safety and health, in compliance with the Isuzu Health and Safety Philosophy.

The values are universal and remain unchanged at any time and in any environment.

## Isuzu Health and Safety Philosophy



Safety is realized through the cooperation of every employee.

1. Keep the workplace clean and tidy
2. Anticipate and prevent accidents
3. Be proactive in maintaining good health

## Our Policy for Safety and Health Activities

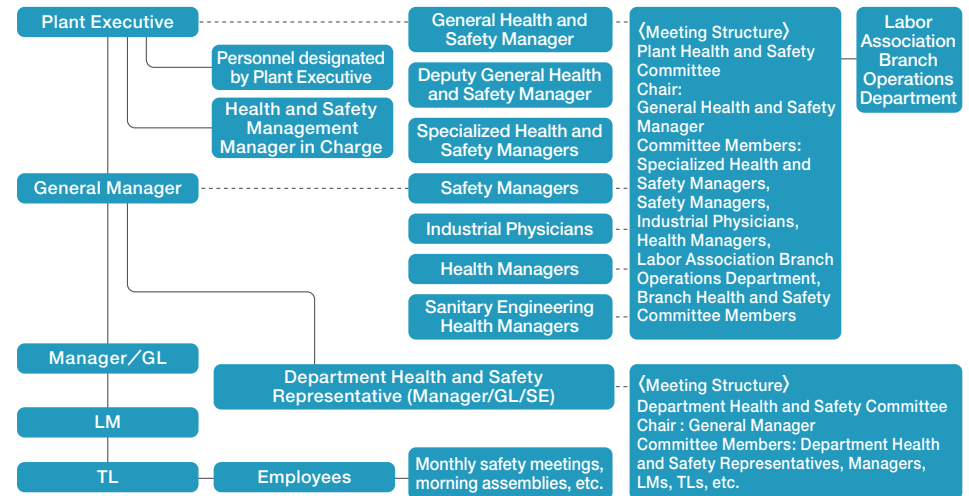
Each one of our employees goes back to the Isuzu Health and Safety Philosophy and gives utmost priority to safety in anything they do. We also work to raise our awareness about safety and health and encourage all employees to work together to ensure safety for all.

## Preparedness

A Health and Safety Committee meeting is held once a month at all operation sites to discuss topics such as employees' industrial safety, road safety, health management and workplace environment improvements. Committee meetings are also held on a departmental basis to smoothly share the discussions held at the Health and Safety Committee meetings. For our domestic subcontractors, we have organizations such as the Isuzu Safety and Health Cooperative Association consisting of our affiliates, and strengthen our cooperation by providing guidance on safety, health, fire control and disaster control through monthly corporate diagnoses.

In globalizing our operations, we also share information about occupational accidents that have occurred at our domestic and overseas affiliates, and provide guidance where necessary.

## Safety Control Systems at Our Domestic Sites



## Seamlessly Building Preparedness with Overseas Sites



## Work Health and Safety

### Expand Experience-based Safety Training

Each workplace has a safety training center for employees to simulate disasters in relation to Isuzu's safety principles. Site workers simulate disasters at least once a year so that each one of them grows more sensitive to hazards. To prevent occupational accidents resulting from human error, we have introduced virtual safety training, a new approach to deepening employees' awareness about safety. Our hope is that virtual safety training will make it possible to check unsafe behavior that has remained undetected with tangible measures alone.



Workers learn at a safety training center



Workers virtually experience and learn about hazards with the use of VR equipment



An external instructor provides training through virtual experience of hazards

### Improving the Workplace Environment (1)

#### Site Patrol From Multifaceted Perspectives

Based on the idea that differences in job positions, departments, age etc. have nothing to do with safety, plant managers of Isuzu go on patrol around their plant and also speak with workers. Safety and health representatives are appointed from each workplace and mutually go on patrol. Similar patrol activities are also conducted by the Labor Association. They proactively sense and highlight hazards at their sites from many different perspectives.

The patrol activities are aimed to raise the level of safety and health by pointing out unsafe behavior and situations, identifying good practice being carried out and new findings, and expanding them throughout the company.



A plant manager goes on patrol

### Improving the Workplace Environment (2)

#### Use of Drones to Minimize the Risks of Falls That May Result from Work in High Places

Inspecting a roof using human workers entails difficulty with frequent inspection and the hazards typical of work in high places. This led Isuzu to introduce drone-based roof inspections.

Use of drones saves workers from having to climb up onto the rooftop, which adds to their safety and also makes it possible to increase the frequency of inspection and obtain more detailed images. As a consequence, it also helps to streamline work. In the future, drones will also be used to more accurately gather information in the event of a disaster.

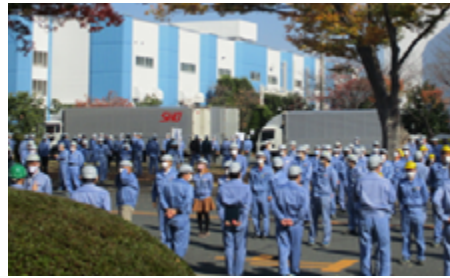


## Work Health and Safety

### Anti-disaster and BCM Drills

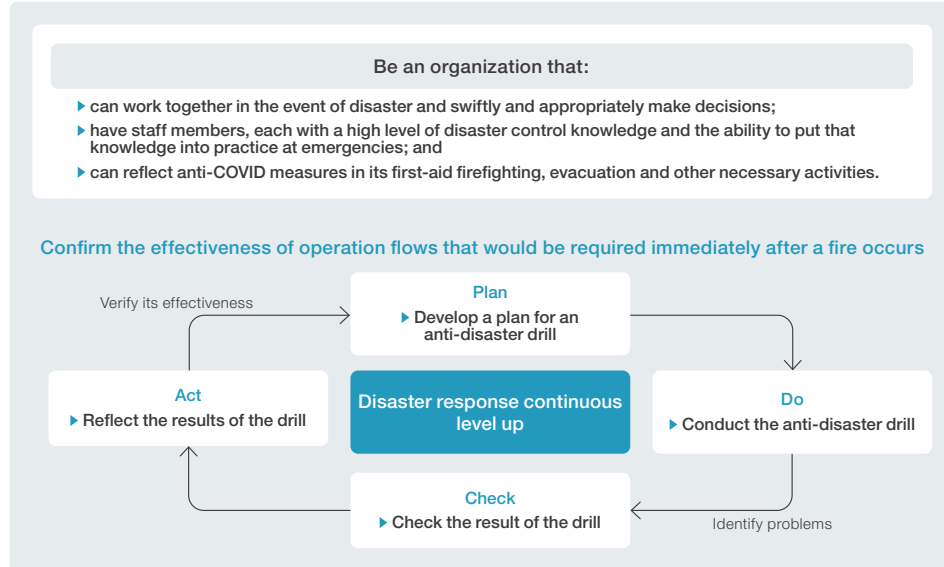
Our business sites assume many different risks of disaster and conduct anti-disaster and BCM (business continuity management) drills to ensure a quick and proper disaster response. For a drill, a task force is set up and the staff practice evacuation from their respective workplaces. A fire drill is conducted in spaces where a fire could break out.

We seek advice from outside consultants to minimize risks and pursue the establishment of a more practical flow of operations by following our measures against the spread of COVID-19.



Workers social distance from one another during an evacuation drill

#### Fire Prevention Diagram



### Maintaining and Promoting Employees' Health

Employees have regular and special health checks to stay healthy and prevent occupational diseases. Those with a medical finding receive individual guidance and/or recommendation for a hospital visit. We also help workers who have been ill to return from an absence and balance work and medical care. Our workers such as those working for very long hours may receive help on an individual basis. We also help our overseas expats to stay healthy. Our efforts to promote health also include the introduction of Healthy Menu items to the menu of staff cafeterias and measures against passive smoking.



A Healthy Menu item

### Anti-COVID Measures

Against the spread of COVID-19, Isuzu adds anti-COVID equipment to its offices and factories, implements awareness-raising activities and work to prevent infection. If someone has been infected, we would take quick measures and meticulously address the individual's situation in a thorough effort to prevent the spread of infection.



An example of anti-infection equipment in a staff cafeteria

### Push Forward with Mental Health-related Measures

Four kinds of mental health care including stress check (self-care), usual care (line care) based on office organization, specialized care (staff care) provided by occupational health staff and care provided by outside specialists (counselors and other consulting organizations) are utilized to support the entire process from preventive measures to reinstatement.

### Helping Employees Who Have Been Ill to Return to Work

Isuzu's support activities are designed for employees to feel secure about returning to work from recuperation. For example, follow-up activities will be continued through regular interviews by industrial physicians and public health nurses. EAP involves the use of rehabilitation facilities (outside facilities for supporting reinstatement) and also addresses individual cases.



## Work Health and Safety

### Efforts for Employees to Stay Healthy

With regard to the health management of employees and their families, Isuzu regularly analyzes receipts (medical expenses) and health check data to identify health issues that should be given priority and plans and implements healthcare services (data health plan).

(No. of people)

Priority Issues	FY2016	FY2017	FY2018	FY2019	FY2020
Specific healthcare guidance	657	796	766	839	1,003
Examinees of comprehensive checkup	5,595	5,823	5,868	5,814	4,821
Mental health counseling users	90	96	81	64	86
Users of round-the-clock telephone health consultation	170	148	146	115	99
Participants in recreation and sports events	844	250	2,439	2,301	—
Visiting the elderly to provide guidance*	9	10	12	11	7
Participants in health seminars*	36	36	171	132	1
Prevention of lifestyle-related diseases, gargle/ hand-wash recommendation campaign, walking challenge, etc	1,866	1,872	1,662	1,864	2,030
Users of training areas*	—	—	925	2,470	—
Gynecological exam	1,089	1,154	1,200	1,360	1,373

\* The numbers for recreation and sports events, visiting the elderly for guidance, health seminars and training areas have decreased significantly due to COVID-19.

### Main Health Issues Recognized

- ▶ Medical expenses per person for the treatment of lifestyle-related diseases are increasing significantly in people in their 40s and older.
- ▶ Low utilization rate of health checks (specified health checks) among household members (dependents) delays disease prevention.
- ▶ The rate of smokers among employees is much higher than the average, negatively affecting the progress of health maintenance and promotion.

These are the main health issues recognized by Isuzu as the insurer, and we provide healthcare services with a focus on responding to these issues. Health management, measures for mental health, and other health-related issues are handled by the Health Consultation Offices under the General Affairs & HR Department and the Labor Department.

## Utilization of Diverse Human Resources

### Promoting a Healthy Work-life Balance

Isuzu's employees are encouraged to take at least 18 days of annual paid leave. More specifically, the Work style Reform Promotion Meetings share data such as the length of annual paid leave taken at each division and examples of related measures, in pursuit of a corporate climate where taking annual paid leave is easy. Employees are also encouraged to set no overtime days (every Wednesday and Friday), telecommute or have flextime to balance their work and life.

#### Key Programs to Support Employees in Parenting and/or Nursing Care

		Program	
Childbirth/parenting	Parenting leave program	Leave period	Until the end of the first April after the child's second birthday
		Allowance	Up to twice per child
	Leave for spouse's childbirth		Three days within a two-week period after the date of delivery
	Child nursing care leave	Eligibility	Employees caring for a preschool-age child
		Allowance	Five days per year for one eligible child Ten days per year for two eligible children
	Short working hour system	Eligibility	Until the end of the first March after the child starts the third year of elementary school
Others		(1) No upper limit for the number of applications made (2) The leave period may be shortened, extended or divided (3) The length of working time may be set in 15-minute increments	
Nursing care	Nursing care leave		The period during which care is required (up to 1 year cumulatively)
	Nursing care leave program		If constant caregiving is necessary (in-hospital or home care), the leave may be taken for: Five days per year for one person Ten days per year for two persons
	Short working hour system	Eligibility	The period during which care is required
		Others	The length of working time may be set in 15-minute increments

## Utilization of Diverse Human Resources

### Working Remotely

To prevent the spread of infectious diseases, our employees who can work flextime are currently permitted to telecommute irrespective of differences in their form of employment. We also have satellite offices in different areas so that employees can telecommute when they are out. Telecommuting involves reviewing our conventional work and how we do it. It also contributes to improvements in productivity.

### Promoting Opportunities for Women

Isuzu fully understands that women play an increasingly important role in making Japan's future economic growth sustainable. At present, Isuzu has about 450 female employees, of whom approximately 10% are at the management or executive levels. We have also obtained the highest level of Eruboshi certification based on the Act on Promotion of Women's Participation and Advancement in the Workplace. We will continue our efforts to develop, promote and empower female employees.

#### Action Plan for Promoting Opportunities for Female Employees

Based on the Act on Promotion of Women's Participation and Advancement in the Workplace, Isuzu has drawn up the following action plan:

- 1) By the end of March 2024, make the number of female managers twice as large as it was in FY2014 when the target number of female managers was set.
- 2) Expand the telecommuting system (ensure that at least 50% of administrative and technical staff telecommute by 2024).

### Earning the Highest-level Eruboshi Certification Based on the Act on Promotion of Women's Participation and Advancement in the Workplace

This certification is awarded by the Minister of Health, Labour and Welfare based on the Act on Promotion of Women's Participation and Advancement in the Workplace to recognize companies that have achieved excellent results in promoting women in their workplaces. The certification is divided into three levels depending on the degree of achievement of criteria in five categories specified by the Ministry of Health, Labour and Welfare (hiring, continued employment, work hours and other work style issues, proportion of women in management positions and diversity of career courses). Isuzu fulfilled the criteria in all of the categories, earning Certification Level 3, the highest level.



### Promoting the role of Post-retirement Employees

Isuzu has established a system to reinstate retirees so that people over 60 can continue working with us. Currently, about 700 retirees are reemployed at Isuzu.

### Employment of Non-Japanese Personnel

As part of our initiatives to provide an inclusive workplace environment where employees with diverse cultural backgrounds can work comfortably, we have on-site prayer rooms and offer menu items for those with religious dietary restrictions.

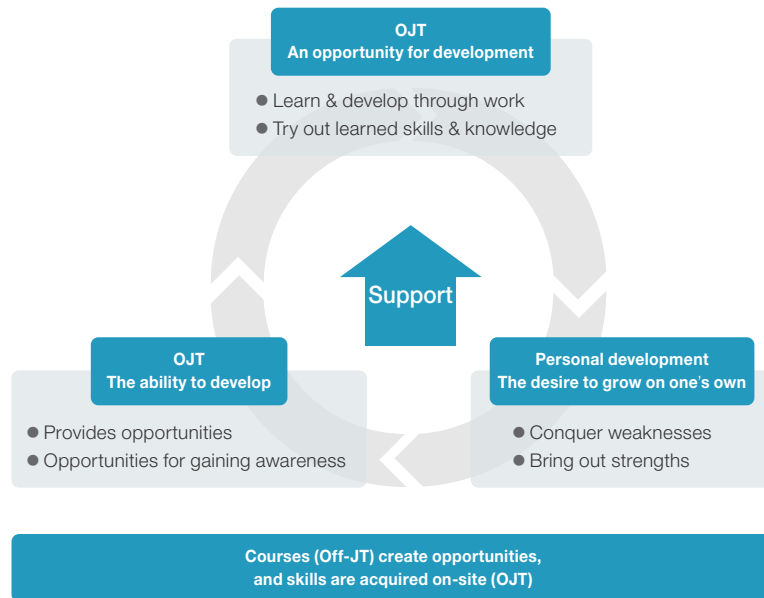
### Encouraging Employment of People with Disabilities

Isuzu encourages the employment of those with disabilities with a view to realizing a society where people, whether disabled or not, support each other and can enrich their lives. To constantly exceed the legal minimum employment rate of disabled people, Isuzu willingly employs them as either new graduates or mid-career workers. Isuzu also assigns employees with disabilities not only to administrative positions but to technical workplaces, taking into account their disabilities as well as aptitudes and wishes so that they can exhibit their abilities.

## Personnel Development

### Basic Mindset Behind Personnel Development

Isuzu considers that the core of human resources development is on-the-job training in which employees learn in their workplace. Off-the-job training consists of courses away from the workplace and is a way for employees to pick up skills their company needs and to identify the direction in which they should grow. This is based on the idea that every employee is required to think and act for themselves amid the intensification of changes and competition in the business environment. Isuzu has therefore examined and clarified the skills needed at each job level and built a substantial training system for employees to acquire the right skills at the right time.

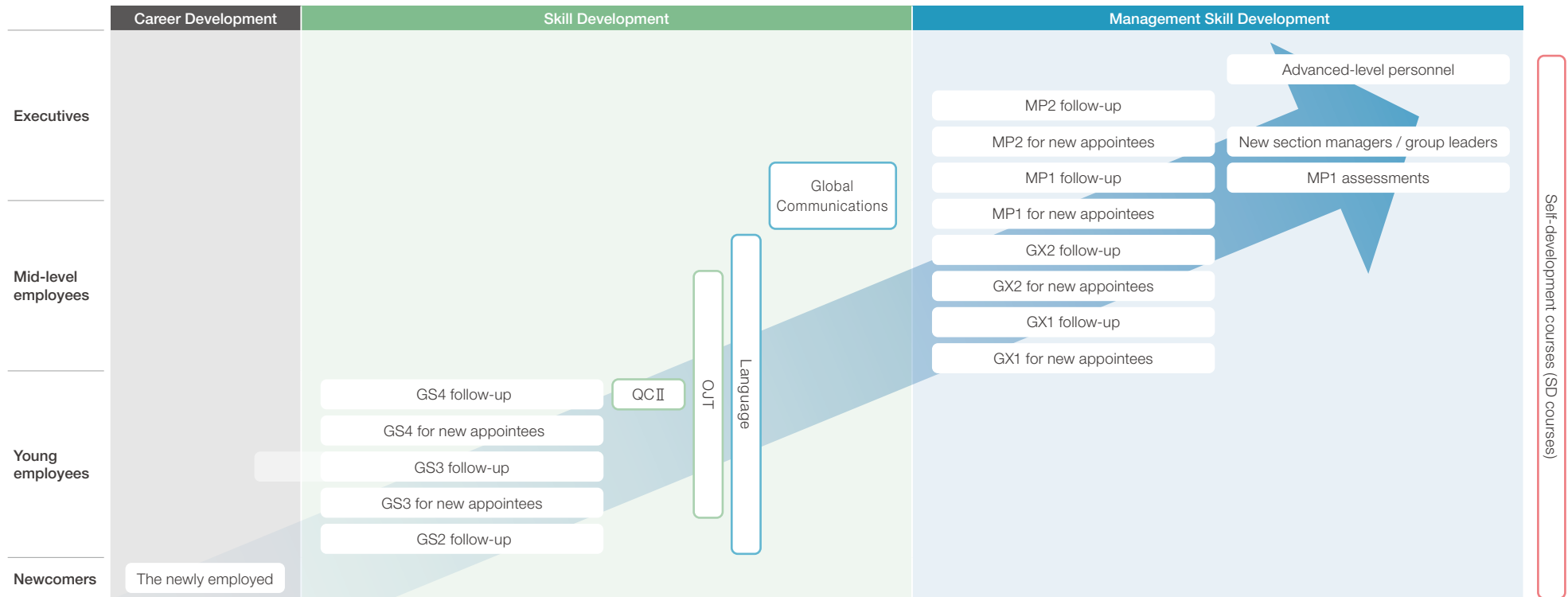


## Personnel Development

### Education/Training Scheme

Isuzu's training system comprises three areas: career development, skills development, and management capability development. Career development is aimed at training and enabling new employees and young employees to expand their own expertise and develop their career on their own. Skills development focuses on the abilities required at different job levels and positions and helps employees to improve their skills and acquire the knowledge and insight necessary to play a leading role globally. Management capability development is aimed at enhancing managerial skills and resourcefulness in order to develop the managers of the future.

#### Isuzu Training System (Admin & Technical Positions, Executives)



\* Thick-bordered boxes are training for selected employees or elective training

## Personnel Development

### Isuzu Technical Staff Training Programs

#### 《 Technical staff training programs by skill level 》

TS1 program	TS2 program	TS3 program	TS4 program	TX1 program	TX2 program	TX3 program	
			TS4 program Follow-up	TX1 program Follow-up	TX2 program Follow-up	TX3 program Follow-up	TX4 program Follow-up
							Manager training program (MTP)
							LM training program for new appointees
							LM external training program
							TL training programs 1 and 2 for new appointees
							TL external training program and hands-on problem solving
							TWI-JI trainer development seminar
							TWI-JI trainer advanced seminar
							TWI-JS trainer development seminar
							Employee assignment training program

#### 《 Basic skill training for technical staff 》

	TS2 IM&TPM training program	TS3/4 IM&TPM training program					LM/TL IM training program
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#### 《 Technical skill training programs for technical staff / administrative staff / skilled staff 》

Tightening skills							
	Measuring skills						
							Advanced measuring skills
			Mechanical components				Sequencer
			Hydraulic/atmospheric pressure				Advanced electricity I
			Basic electricity				Advanced electricity II
			Basic welding skills				Plating skills
			Finishing skills				Machining skills
			ENG assembly skills Assembly & disassembly				ENG assembly skills CESS & materials table
			T/M assembly skills				F/D assembly skills

\* Employees must take graded training programs in ( ) background color in order to be eligible for skill-based promotion/career advancement.

## Personnel Development

### Skills Transmission and Development

Isuzu strives to enhance the skill levels of employees from the perspective of perpetuating and developing engineering skills by establishing a graded training system for technical staff.

#### Initiatives by Division

##### Production Division

1. Each workplace undertakes training activities to pass on the special skills that are advanced and require significant experience. In addition, the Production Division as a whole provides systematic training to pass on skills.

\* Graded training for skilled workers: New employee, young, mid-career, supervisor, etc.

2. Isuzu workers enter the annual National Skills Competition with the aim of acquiring the highest skills in Japan, and have won higher prizes for successive years.

##### ▶ FY2018

Silver Prize: Lathe (1 person)

Honorable Mention: Machine assembly (1 person)

##### ▶ FY2019

Silver Prize: Automobile sheet metal work (1 person)

Honorable Mention: Automobile sheet metal work (1 person), lathe (1 person) and machine assembly (1 person)

##### ▶ FY2020

Silver Prize: Machine assembly (1 person)

Bronze Prize: Automobile sheet metal work (1 person)

Honorable Mention: Automobile sheet metal work (1 person) and machine assembly (1 person)

3. We provide advanced skills training and leadership training in collaboration with external training institutions. The number of workers who have passed the National Trade Skill Testing & Certification has doubled since 2011. Training departments (including Isuzu Technical High School) are working with workplaces to run study sessions and practice sessions to support employees in acquiring qualifications.

##### Development Division

1. Every year we prepare career plans with career goals shared among superiors and subordinates, and implement training courses with varying curricula and OJT for employees to acquire skills according to their job level.
2. Isuzu provides advanced skills training at the Isuzu *Monozukuri* Service Training Center and in collaboration with external training institutions such as polytechnic centers.
3. Isuzu has established its own accreditation system for test vehicle driving with the aim of improving employees' driving skills.

### HR Performance Evaluation System

#### Personnel Development/Deployment Cycle

At Isuzu, the process from training to assignment, evaluation, and treatment is established as the talent development/deployment cycle. It is implemented as a mechanism that independently and systematically develops personnel.

#### Fair Evaluation and Treatment

Isuzu has a system for evaluating each employee in terms of criteria such as job performance, role, degree of contribution, skill improvement, and the extent to which he/she demonstrated his/her skills. The evaluation system helps to bring out the skills of each and every employee to the fullest and ensures that they are evaluated in a fair and equitable manner, without discrimination based on irrational reasons such as social standing, origin, race, beliefs, or gender. This leads to greater job satisfaction and motivation among the employees.

### Career Development Support

In addition to graded educational programs, Isuzu provides self-motivation career-improvement programs such as SD seminars, an online English conversation course and speed-learning programs.

## Improving Employee Satisfaction

### Basic Mindset Behind Improving Employee Satisfaction

Isuzu works intensely to improve employee satisfaction (ES) because we consider it to be a management issue in terms of CSR and human resource development. The ES survey is conducted periodically (every other year) to monitor changes in the satisfaction levels of Isuzu employees by analyzing fixed point observations. It has been conducted eight times to date. Isuzu utilizes the results of these surveys as valuable data for formulating various corporate measures, and will promote reforms toward further ES improvement in the future.

### Welfare Benefit System

#### Corporate Pension System

At Isuzu, the "Isuzu Motors Corporate Pension Fund," a defined-benefit-type corporate pension system, is in effect. This system provides coverage by the company according to a reserve fund for the purpose of supplementing public pension plans, with no contribution burdens placed on employees. A defined-contribution-type pension system is also in operation, providing employees with systems that allow them to live rich, fulfilling lives after retirement.

#### Elective (Optional) Corporate Defined-contribution Pension

- ▶ No. of members 1,610 (as of March 31, 2021)
- ▶ Enrollment rate 18.2% (target group of 8,834 employees)
- ▶ Contributions in FY2020: 222,586,500 yen

#### Lifestyle Support System for Meeting Employee Needs

Category	Description
Welfare Benefit System	Company accommodation for unmarried employees, family accommodation, leisure facilities, employee savings program, employee stock ownership association, group insurance, mutual relief system, long-term commitment awards, etc
Corporate Pension System	Defined-benefit pension and defined-contribution pension

### Number of People According to Age Group distribution

Seminar Title	Target Group	Description
Barairo seminar	Employees who have turned 58	Providing information to prepare for retirement age and postretirement life planning
Asunaro seminar	Employees who have turned 50	Providing information on lifeplanning for middle-aged people and motivation for self-improvement
Himawari seminar	Employees who have turned 35, 40, and 45	Encouraging these employees to consider financial arrangements to support household management that leverages welfare benefit programs

#### Employee Stock Ownership System

The employee stock ownership association is a welfare benefit system that allows employees to regularly acquire shares in the companies where they work as part of asset formation. Investments are deducted directly from salaries and bonuses, and the association serves as the contact point for acquiring company shares. Incentives are given by the companies according to the contribution amount.

- ▶ No. of members 2,124 (including loan employees; as of the end of March 2021)



# Labor-Management Relations

## Basic Mindset Behind Labor-Management Relations

Isuzu makes an effort to create an environment that allows management and employees to work well together. Isuzu has established fair and sound labor-management relationships founded on mutual trust between management and employees, who cooperate in tackling challenges. In particular, when important management issues arise, the parties discuss and consider these matters while leveraging the labor-management forum, which is organized regularly.

We also encourage lively discussions on our management policies with recommendations by the Trade Union based on the current workplace situation. For the operation and review of various HR/labor-related systems and programs, we proceed after thorough discussions between the employees and management based on each party's awareness of the issues. Through such relationships between labor and management, we further strive to improve the effectiveness of various measures as well as the objectivity and transparency of our corporate management.

Isuzu is committed to further developing an environment that is ideal both for the employees and the employer.

## Major Labor-management Forums in Practice

### Content of the Major Labor-management Forums

Labor-management Negotiations	Spring negotiations	<ul style="list-style-type: none"> <li>● Labor-management negotiation regarding overall life improvements</li> <li>● Topic: Wages, one-time payments, etc.</li> <li>● Corporate representatives: President and Division Executives</li> </ul>
	Autumn negotiations	<ul style="list-style-type: none"> <li>● Labor-management negotiation related to improvement of various labor conditions</li> <li>● Topic: Various labor conditions (systems and treatments)</li> <li>● Corporate representatives: Administration Division Executive, Acting Division Executive, executives, and department managers</li> </ul>
Labor-management Council	Central labor-management council	<ul style="list-style-type: none"> <li>● Isuzu's topmost labor-management council</li> <li>● Topic: Corporate management policies, productivity improvements, sales, accounting, funds, research and development, etc.</li> <li>● Corporate representatives: President and Division Executives</li> </ul>
	Specialist labor-management council	<ul style="list-style-type: none"> <li>● Conducts specialist labor-management council meetings related to production</li> <li>● Topic: Policies for initiatives related to production, productivity improvements, and state of progress</li> <li>● Corporate representatives: Officers, executives, and department managers related to production</li> </ul>
	Plant labor-management council (regionallabor-management council)	<ul style="list-style-type: none"> <li>● Meetings held monthly at each plant</li> <li>● Topic: Details related to production, workplace environment, welfare and benefits, etc.</li> <li>● Corporate representatives: Plant executive, relevant department manager, etc.</li> </ul>
Labor-management forum		<ul style="list-style-type: none"> <li>● Facilitates information exchange between labor and management to complement the different labor-management councils</li> <li>● Conducted for Engineering, Purchasing, Sales, After-Sales, Industrial Solutions &amp; Powertrain Business divisions</li> <li>● Corporate representatives: Division Executives</li> </ul>

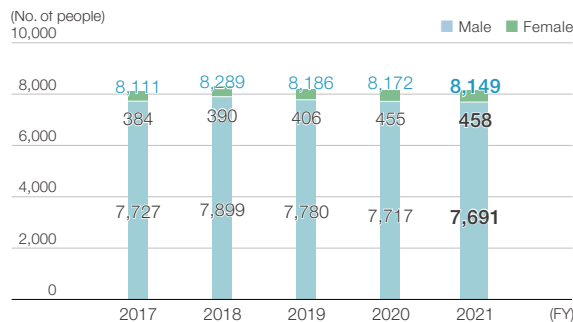
## Annual Schedule for Major Labor-management Negotiations and Council Meetings

		First Half (April to September)	Second Half (October to March)
Company-wide event		► May: Announcement of financial information	► November: Announcement of financial information
Labor-management Negotiations	Spring negotiations		Mid-February to mid-March
	Autumn negotiations		Around November
Labor-management council	Central labor-management Council	Around mid-June	Around early December
	Specialist labor-management council	Around end of May	Around mid-November
	Plant labor-management council (regional labor-management council)	Toward the end of each month	
Labor-management forum		Mid-May to early June	Around November

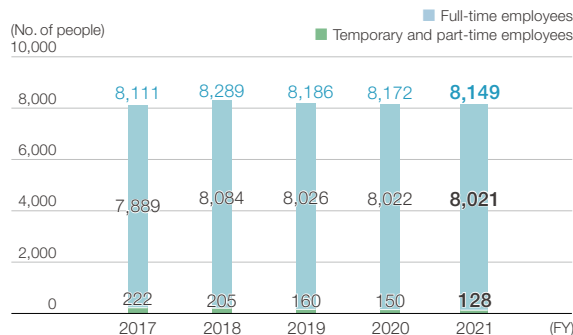
# Social Performance Data

## Employment Statistics

### Trends in the Number of Employees



### Number of Employees by Employment Type



### Number of Employees by Region



Japan	62.5%
Asia	29.8%
Africa	3.9%
North America	1.4%
Europe	0.6%
Russia	0.6%
Middle East	0.6%
Australia	0.3%
Central and South America	0.2%

### Number of People According to Age Group distribution

(No. of people)

	Up to 29	30 - 39	40 - 49	50 and over	Total
Male	1,407	2,001	1,999	2,284	7,691
Female	134	80	166	78	458
Total	1,541	2,081	2,165	2,362	8,149

### Number of Managers

(No. of people)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Male	1,408	1,405	1,377	1,384	1,337	1,355
Female	31	32	34	39	42	43
Ratio of women	2.15%	2.23%	2.41%	2.74%	3.05%	3.1%

### Number of New Graduates Recruited

(No. of people)

	Gender	Joined in April 2017	Joined in April 2018	Joined in April 2019	Joined in April 2020	Joined in April 2021
Admin/technical worker (Bachelor/Master's degree)	Male	179	191	133	145	150
	Female	15	9	16	14	7
Admin/technical worker (College/high school graduate)	Female	24	12	5	2	6
Technical worker (High school graduate)	Male	123	117	66	79	89
	Female	2	4	1	2	4
Total		343	333	221	242	256

## Social Performance Data

### Employment of Non-Japanese Personnel

Joined in FY2016	7 (4 new recruits)
Joined in FY2017	4 (1 new recruit)
Joined in FY2018	1 (new recruit)
Joined in FY2019	2 (new recruits)
Joined in FY2020	4 (no new recruit)

### Personnel Turnover

(%)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Personnel Turnover (including retirees)	0.97 (2.7)	0.75 (2.5)	0.96 (2.7)	1.21 (3.5)	1.74 (4.6)	1.52 (5.0)

### Rehired Retiree Numbers

(No. of people)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Number of persons	578	627	648	661	624	692

## Training

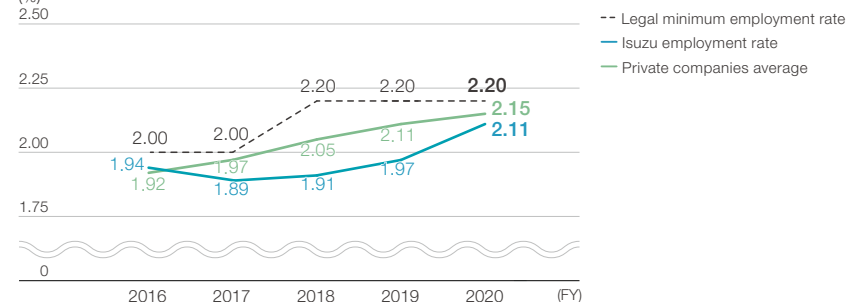
### Trends in Training Participation

\* Training participants/existing personnel

Employee category	Gender	FY2016		FY2017		FY2018		FY2019		FY2020	
Administrative & technical positions/ Executives (No. of persons)	Male	53%	2,087 / 3,936	44%	1,777 / 3,997	43%	1,733 / 3,987	44%	1,766 / 3,996	42%	1,690 / 4,010
	Female	47%	165 / 353	41%	149 / 367	38%	145 / 383	40%	158 / 391	34%	135 / 398
Skilled workers (No. of persons)	Male	47%	2,059 / 4,417	56%	2,462 / 4,431	27%	1,192 / 4,392	26%	1,104 / 4,286	21%	868 / 4,153
	Female	59%	20 / 34	41%	15 / 37	32%	12 / 38	0%	0 / 39	13%	5 / 40

### Rate of Employment of People with Disabilities

(%)



\* As of the end of June each year

## Work-life Balance

### Employees Taking Parenting Leave and Similar Programs

(No. of people)

	Gender	FY2016	FY2017	FY2018	FY2019	FY2020
		Parenting leave program	Male	2	3	7
	Female	27	26	34	34	33
Nursing care leave program	Male	2	3	3	4	0
	Female	1	0	0	1	0
Short working hour system	Male	0	0	5	17	4
	Female	30	34	29	23	27