



# Corporate Responsibility at MAN in 2018

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Production

Supply chain

**People**

Society  
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## Responsibility for people

We are one of Europe's leading players in the commercial vehicle sector. To maintain this position going forward, we need highly skilled and motivated people on our team. It is our aim to offer our employees a safe and attractive working environment that lets them develop to their full potential. This is made possible by our values-based culture of diversity, openness, and transparency.

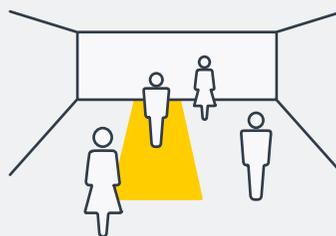
## Our human resources strategy

Being a top employer is an integral part of MAN's corporate strategy. Now and in the future, this means attracting talented and skilled employees, offering them professional development opportunities and an innovative working environment, and actively promoting diversity within the Company. The key priorities for the implementation of our human resources strategy are:



### Attracting the right employees

Our employer marketing activities are aligned with the demands of digitalization and new generations of employees. We offer a variety of opportunities for getting started at MAN – from internships for secondary-school students through a wide range of vocational training programs, our Global Champion Trainee Program, and traditional direct hiring.



### Retaining the right employees

We offer flexible working hours models such as Flex Work, trust-based hours, or telecommuting. Open-plan concepts for different working environments boost our employees' efficiency, innovativeness, and satisfaction. We support every employee by offering them targeted training opportunities and honor performance by ensuring that all employees share in the Company's success.



### Diversity

Diversity is an important issue for MAN, and goes far beyond creating opportunities for women. The aim is to further develop our corporate culture and to benefit from the diverse skills, knowledge, experience, and perspectives of our employees in the process. We respect all of our colleagues and create an atmosphere of respect and mutual trust.

## Collaboration built on respect

MAN has around 55,500 employees and is active in a large number of countries. Respect and tolerance form the basis for collaboration based on a mutual sense of appreciation. We have made a clear commitment to pluralism and equal opportunities, and do not discriminate based on age, gender, religion, ethnic origin, or sexual orientation.

### The following policies provide a binding framework for MAN's human resources work:

- UN Global Compact
- OECD Guidelines for Multinational Enterprises
- Code of Conduct
- Charta on Labor Relations
- Charta on Temporary Work
- Policies based on the conventions of the International Labour Organization (ILO)



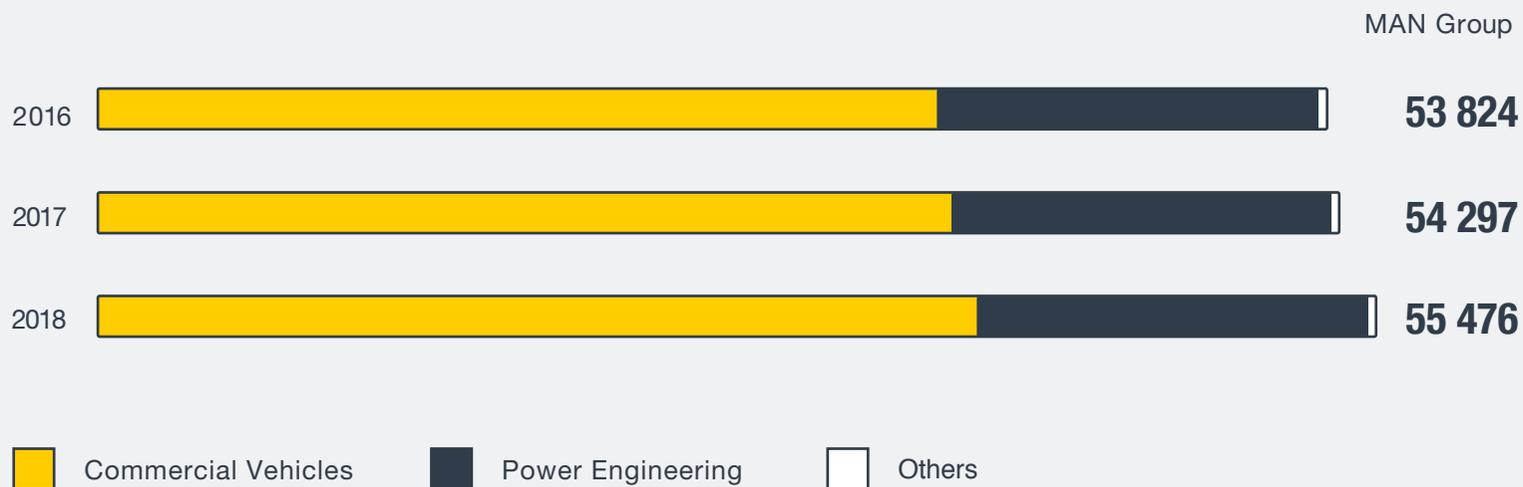


## Number of employees

On December 31, 2018, the MAN Group<sup>1</sup> employed 55,476 people (2017: 54,297). The Commercial Vehicles business area (incl. Others) employed a workforce of 38,430 (2017: 37,744) on this cut-off date.

<sup>1</sup> Including the Power Engineering business area divisions MAN Energy Solutions SE and Renk AG, which were deconsolidated effective December 31, 2018

### Employees by business area



## Attractive employer

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As an attractive and modern employer, it is our aim to get potential employees excited about MAN and win them over at an early stage. To secure a lasting position as an attractive employer, MAN has committed itself to the following objectives:

- offering comprehensive onboarding programs to integrate new employees into the world of MAN as quickly as possible
- providing topic-specific and interdisciplinary training and CPD
- facilitating the creation of professional and international networks
- fostering cooperation across divisions
- positioning MAN as a top employer

## Employee satisfaction

In order to boost satisfaction and identification with the Company, we conducted our employee opinion survey, Stimmungsbarometer, for the sixth time in 2018. The measured level of employee satisfaction was 75.9 (2017: 74.0) at MAN SE/MAN Truck & Bus, 75 at MAN Energy Solutions (2017: 73.4), and 92.8 (2017: 94.3) at Volkswagen Caminhões e Ônibus.



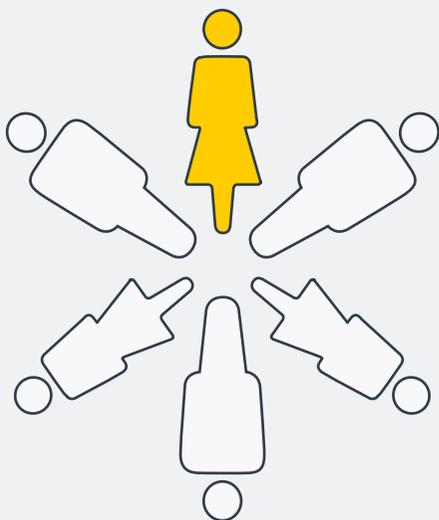
Around  
**45,000**

employees from all subgroup companies<sup>1</sup> took part in the employee opinion survey in 2018.

<sup>1</sup> Including the Power Engineering business area divisions MAN Energy Solutions SE and Renk AG, which were deconsolidated effective December 31, 2018

## Young talents from our own ranks

Our dual model of vocational training ensures the professional development of the next generation of outstanding technical and commercial employees. 606 young people started their career and joined MAN Truck & Bus in the fall of 2018. In total, 3,279 (2017: 3,132) young people were undergoing vocational training within the MAN Group in 2018. We also offer combined vocational training and degree programs in cooperation with various universities. 178 (2017: 169) students are currently completing the practical part of their studies at our sites in Germany.



# 6.4%

is the percentage of vocational trainees  
in our permanent workforce (2017: 6.2%)

## Continuous professional development

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Digitalization is not the only change facing the Company. A new generation of employees is transforming

- our understanding of working methods, models,
- and environments,
- as well as the associated forms of collaboration, communication, and leadership.

This is why we have developed targeted measures for continuous professional development and training.

At MAN, learning and teaching takes place in close cooperation with internal experts. They pass their knowledge on to their colleagues within their “Berufsfamilien” (vocational groups), which include all employees who have a common skill.

# 133,400

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employees took part in around  
10,550 (2017: 9,100) further training courses in 2018.



## Equal opportunities

MAN is committed to pluralism and equal opportunities – respecting employees regardless of age, gender, religion, ethnicity, and sexual orientation. We use various measures to underscore this commitment – such as targeted support for women and measures to help employees achieve a better work-life balance. By way of example, MAN offers a mentoring program or an orientation program to motivate potential female candidates to embark on a management career, to support women who are starting out as specialists and managers.

We give due consideration to diversity aspects and the placement of qualified women when filling vacant positions. The proportion of female managers at the top three management levels was 9.2% in 2018. This figure is down slightly on 2017 (9.3%).

9.2%

of MAN's managers are female.



## Striking a balance between work and family life

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We strive to ensure that our employees enjoy a good work-life balance, offering measures which include:

- flexible working hours models
- the opportunity to split a full-time position into two part-time positions
- company daycare centers at MAN's Munich and Augsburg sites
- information sessions for expecting parents
- seminars on re-entry into the workforce after paternal leave
- a vacation program for employees' children
- and opportunities to work from home

## Safety at work

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Across our plants, we evaluate workstation ergonomics and potential workplace hazards. We are continuously developing existing initiatives to cut accident rates and prevent work-related illness.

In addition to preventive measures to counteract physical illnesses, MAN Truck & Bus has also been assessing possible dangers to mental health in the workplace at the Munich plant since 2017.

In the period under review, an interdisciplinary team within MAN Energy Solutions worked on improving the risk assessment for employees on international business trips and secondments, and on optimizing processes.

### Global occupational safety

29 of our sites are certified under the OHSAS 18001 occupational health and safety management system. Preparations are currently underway to transition the management system to the requirements of the new ISO 45001 standard.

# 29 out of 30

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MAN production sites are certified under the OHSAS 18001 occupational safety management system (2017: 29).

## How we record lost-time injuries

- In accordance with the *Sozialgesetzbuch* (SGB – German Social Code), lost-time injuries are defined as injuries incurred by the insured while carrying out their insured employment. We count lost-time injuries starting at one day of missed work.
- The accident frequency index is an indicator of the frequency of lost-time injuries relative to the sum of all hours worked.
- The accident severity index indicates the severity of accidents by showing the sum of workdays missed due to injury in relation to the number of hours worked.

### Lost-time injuries

