



We're All In: Let's Bring the Future Together

2024 Inclusion & Diversity Report

HONDA
The Power of Dreams

How we move you.
CREATE ► TRANSCEND, AUGMENT

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The new H mark will be applied on future Honda EV models, including the Honda 0 Series. This new design expression, which symbolizes two outstretched hands, represents Honda's commitment to expand the possibilities of mobility and continue to meet the needs of its customers.

Introduction

As we bring the future, we are focused on Honda's "Second Founding" and the transformation of our business for the electrified future. To create change, we must find ways to think differently. This means inviting and inspiring new ideas and embracing diverse perspectives.

At Honda, one of our foundational beliefs is Respect for the Individual, and we value each person's unique abilities and contributions. This is why we encourage all Honda associates, customers, dealers, suppliers, and community partners to read this report. It provides deeper insight into Honda's values as they relate to our vision to be a company that society wants to exist.

We hope this report sparks meaningful dialogue about inclusion and diversity. Together, we must be willing to engage in respectful conversations, which begin with listening to one another. By inviting and encouraging diversity of thought, we can achieve a more successful company and society.

Honda is committed to being transparent and accountable for making progress in inclusion and diversity through our company's actions, and in collaboration with our business partners and the communities where we work and live. This annual report is an important part of honoring those commitments.

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“

Over the last two years, we've spoken frequently about our Second Founding - the idea of re-starting Honda as a company all over again and going back to zero as the basis of Honda's transition to our electrified future. As we consider the Second Founding, there is no question that inclusion and diversity will be a powerful part of this transformation.

Honda's success, from our very first day in America, has been due to the challenging spirit of our associates. Our company culture has always embraced the notion that our associates' voices and opinions should be respected, regardless of their career level within the company. The goal of inclusion and diversity at Honda is to encourage innovation by ensuring that diverse points of view are included in business decisions.

We rely on diverse teams of associates to generate fresh ideas and create solutions that help us quickly identify and solve complex challenges. By encouraging teamwork, open communication, and respect for the individual, we have been able to steadily grow our company in America over the past six decades. We call this the Honda Way.

So, diversity will continue to be one of the greatest strengths for our future success. With our values grounded in human respect and an inclusive culture, our associates - representing diverse backgrounds, experiences, perspectives, and talents - will power us toward our electrified future.”



Kazuhiro Takizawa
President & CEO and Director of American
Honda Motor Co., Inc.

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Kensuke Oe
President and Director of
Honda Development & Manufacturing
of America, LLC

“

Auto manufacturing is currently experiencing the single greatest change since the industry first began over 100 years ago. The transition from internal combustion engines to electric vehicles will fundamentally change how we manufacture our products. However, regardless of this major transformation, one thing is not changing: our future success will continue to revolve around the dedication and skill of the people who develop and build our products.

I'm proud to say that I oversee an incredibly diverse team of associates who build our vehicles. Each associate's unique talents contribute to the final product, and their individual skill sets come together each day as they tackle new challenges.

When you look at diversity from a manufacturing standpoint, it becomes very clear how critical it is to our business.

Creating products for a diverse society requires a workforce that reflects that diversity. We recognize and value the many distinct experiences and perspectives that our associates bring to work each day. The quality and value of our products is a direct result of these unique perspectives.

Honda believes in the Power of Dreams. We know that working together as one team can make our dreams come true. We will continue to focus on creating an inclusive and welcoming workplace where our associates' perspectives are honored and respected, and where we can work together to deliver the innovative and quality products that will enrich our customers' lives.”

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Introspective

Life's Potential for All

We're **all in** to serve people worldwide with the joy of expanding their life's potential. And, our inclusion and diversity commitment—**Life's Potential for All**—is key to realizing this vision.

This commitment means we actively seek to reflect the diversity of society, welcome differing perspectives, and remove barriers to achieving human potential. It means we pursue life without limits and a cleaner, safer, better world for all.

This year's report reflects on where we've been and inspires us to keep moving forward. It's also an invitation. As you read through it, we hope you will join the pursuit of helping to expand life's potential. We hope you'll say, "Yes, I'm **all in**!"

Through our commitment, we will strengthen and enable our future.

Together, we will prioritize inclusion, diversity and equity. →



Inclusion

We're **all in** on distinguishing Honda as an inclusive, innovative, and socially conscious brand.



Diversity

We're **all in** on accelerating gender and ethnic diversity in Honda's leadership, customer base, dealer network, and supply chain.



Equity

We're **all in** on expanding opportunities for all of our associates to achieve their potential.



“

My journey at Honda has always been guided by our core philosophy of Respect for the Individual, and I support efforts to diversify our workforce, our business partnerships and our social responsibility initiatives. I aim to nurture an inclusive culture where everyone can contribute their best to Honda's success.”

Monica Oliverio

Chief Diversity Officer and Vice President of General Administration, American Honda Motor, Co., and named to Diversity Woman Media's "The 2023 Power 100" list

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Interviews

INCLUSION

It's in all of us.

True inclusion is achieved when every associate actively participates in nurturing a diverse and welcoming environment. We believe progress happens when we are **all in**, working together to ensure every voice is valued.



“

I'm grateful to have colleagues and management who respect and empower me, and I do the same for them. I experience "respect for the individual" in being encouraged to show up as my authentic self every day."

Erin Clepper

Research Engineer, Honda Research Institute,
PRISM-OH BRG Chair



“

Honda is a company that values and respects opinions and ideas from diverse sources. This is key to us succeeding in the electrified era."

Jessica Fini

Assistant Vice President - Communications,
American Honda Motor Co., Inc.



“

Inclusion is not just an initiative at Honda; it is integral to how we interact with others. Inclusion gives rise to understanding, respect, and empathy to each of us no matter our differences or similarities."

Shawn Patrick Miles

Assistant Manager, Manufacturing System
Operations, Information Technology,
American Honda Motor Co., Inc.



“

Respect for the Individual is the best way to define inclusion. The ultimate showing of respect is to make others feel welcome and included.”

Marilyn McGrone-Conley
Interim Department Manager,
Inclusion & Diversity,
American Honda Motor Co., Inc.



“

Honda provides me with a fulfilling career with daily opportunities to learn and grow. Through Business Resource Groups specifically, Honda offers me the opportunity to connect with like-minded associates all over the country and affords us resources to advance quality of life both inside and outside of Honda.”

Zach Simpson
Purchasing Sr. Specialist,
Honda Development & Manufacturing of America, LLC



“

Everyone is equally important—we all have unique skills, and all have our own strengths and weaknesses, but we all have the same opportunity to expand and grow within Honda.”

Sarah Weidner
Financial Principal Specialist,
American Honda Motor Co., Inc.



“

Honda fosters an environment where different experiences and perspectives are acknowledged and valued. During my career at Honda, I have had many opportunities to share my knowledge with other associates and also participate in leadership activities that encourage removing biases and broaden understanding of differences.”

Teresa Cadet
Manager of Power Equipment Logistics,
American Honda Motor Co., Inc.

Inside Honda

Stronger Together

Honda's values are grounded in human respect, with a philosophy built on the belief that diversity and inclusion make us stronger. Our workforce is stronger when we are inclusive of all people and support different experiences that can drive innovation. One way we achieve this is through our Business Resource Group (BRG) Program.



**BRG membership
has grown by**

25%

since 2023.

Honda's Business Resource Groups

The mission of the BRG Program is to empower and provide opportunities for engagement and development through meaningful connections while contributing to Honda's cultural advancement and long-term success.



**African American
Resource Collaborative
of Honda**



Asians in Motion



**Engender and Nurture
Abilities through
Business Leading
Empowerment**



**Environmental Actions
Rewarding to Honda**



**Honda Military and
Veteran Supporters**



**Honda Young
Professionals**



**Latino Dreams
in Action**



Prism



Tech Tribes Global



**Women Powering
Honda**

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5 New BRG chapters have been added since 2023.

The 2024 BRG Summit had three main goals:

1.

Allow BRG leaders and support members to meet and discuss BRG accomplishments and needs directly with Honda executives.

2.

Educate direct managers about inclusion and diversity and the roles and benefits of BRGs, so they can better support BRG initiatives.

3.

Give BRG leaders a chance to network, share successful strategies, and obtain tools to grow their BRGs.



“

It was a great experience to see so many associates from different areas of Honda sharing their passion for BRGs and working together to help improve Honda. Being together for a few days provided opportunities for meaningful discussions that will strengthen our working relationships. BRGs impact career development, associate engagement, community service, and business improvement. This event shows how dedicated Honda and its associates are to strengthening the program.”

Maurice Moulton

Principal Engineer and Manager of the Resource Strategy Department, Honda Development & Manufacturing of America, LLC, and African American Resource Collaborative of Honda (AARCH) BRG Executive Sponsor

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Word Wednesday

Honda advocates for access and equity for all associates. At the Marysville Auto Plant, the Bumper Paint Department established Word Wednesday to encourage more inclusive communication among its associates.



At the start of every workday, production teams gather for daily meetings to hear details about safety and quality items from the previous day, as well as the current production schedule and other key communication items.

But every Wednesday in the Bumper Paint department at the Marysville Auto Plant (MAP), associates take an extra moment to watch and learn.

*"When Anne Dobrowski first arrived to our area, she needed an ASL (American Sign Language) translator due to a hearing impairment," said **Jessica Murphy**, MAP Bumper Paint A-shift Line Support Staff. "I wanted to do my best to make sure Anne knew that she was an important part of the team, so I came up with Word Wednesday."*

Each week, **Anne Dobrowski** teaches the team how to sign a word or two in American Sign Language (ASL).

"I was happy to know that others are willing to learn ASL and communicate with me," said Dobrowski.

Inside this rather loud area, associates now sign, even when Dobrowski isn't around, to let others know about a change in color or inspection needs.

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Industry Highlights

Passionate Pursuits

Our efforts to improve workforce diversity, multicultural advertising, marketing, dealer networks, direct and indirect supplier diversity, and corporate social responsibility are integral to Honda's long-term sustainability goals. Together, we continue to make progress toward these objectives in all aspects of our critical business areas. These highlights show how we hold ourselves and the business accountable.

Supplier Diversity

Supplier diversity is vital to Honda's pursuit of inclusion and diversity. By embracing supplier diversity, we can increase our business impact and contribute to the economic growth of underrepresented communities.

The Honda Procurement team hosted the first-ever pitch competition for diverse suppliers, providing an opportunity for 13 certified Women and Minority Business Enterprise (WMBE) suppliers to earn business opportunities with Honda.



Michelle Johnson (center) receives the Excellence in Supplier Diversity award on behalf of Honda from Great Lakes Women's Business Council (GLWBC) representatives.

“ We strive for continuous improvement in our diverse supplier population. Providing access and opportunity is important for diverse suppliers, and this inaugural event allowed minority companies to pitch directly to our decision-makers.”

Daryl Watson

Procurement Diversity Manager
at Honda Development & Manufacturing of America, LLC



2024 Top 50 Companies

Honda moved up 13 spots to earn the No. 35 ranking by Fair360, formerly known as DiversityInc. The company's "Second Founding" positioned long-term sustainability as a top priority, with workforce diversity comprising an essential component of that strategy.



**Supplier diversity
spend 2023**

\$2.97B

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Advertising

Honda DreamCab

Honda DreamCab is a trivia game show that takes college students from HBCUs for a spin, as they answer questions for cash prizes.



Honda Beat of the Street

Honda joined forces with STEEZY, a leading online platform and mobile app that offers dance classes and tutorials for all skill levels, to inspire dancers at all levels by showcasing the vibrant world of dance. As part of the new collaboration, STEEZY and Honda have debuted a new video series, titled

"Beat of the Street," that celebrates dancers, movement, artistic expression and cultural vibrancy, while infusing car culture.



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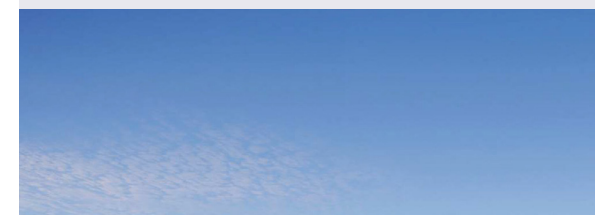
Dealer Diversity

Women and Minority Ownership of Honda and Acura Dealers		
Data	2022	2023
Black	1.2%	1.1%
Hispanic/Latino	3.5%	4.0%
Asian	1.3%	1.4%
Native American	0.5%	0.6%
Total Ethnic Minority owned %	6.6%	7.2%
Total Women owned %	5.2%	5.3%
Total Ethnic Minority and Women owned %	11.7%	11.8%



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Sales

Honda and Acura Sales by Ethnicity		
Data	2022	2023
White	53.9%	53.1%
Black	8.3%	8.4%
Hispanic/Latino	20.8%	21.2%
Asian	9.5%	9.6%
Other	4.4%	7.4%*

*2023 "Other" data includes Other, Uncoded, Middle Eastern, Eurasian, and Pacific Islander



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Invest in the Future

Forward Focused

Honda focuses on the future through giving back to the communities where its associates live and work and partnering with organizations that share the same values. Overall giving to communities through Honda and the Honda USA Foundation has increased year over year.

Through **#TeamHondaCares**, associates are forging a path forward that invests in our collective future. Explore each category to learn more.

Overall
philanthropic giving
\$31.4M



Support Education

- We continued our commitment to contribute \$1 million over three years to the Hispanic Scholarship Fund by supporting scholarship efforts and the organization's annual conference.
- The Honda Dreams Scholarship was established through a \$100,000 gift from Honda to The Ohio State University. To date, nine diverse engineering students have received the scholarship.
- Honda's support of Girl Scouts' STEM programs in communities across the U.S. have helped create opportunities for the next generation of leaders to succeed. Some of the initiatives Honda's contributions support include a STEM Experience Center in Central Indiana, focusing on curriculum development, career exploration, and no-barrier access for underserved communities and aim to build confidence and interest in STEM careers among girls.



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Better the Environment

- As part of our goal to achieve zero environmental impact for our products and corporate activities, Honda is working toward carbon neutrality by 2050.
- During our fiscal year which ended March 31, 2024, Honda and the Honda USA Foundation donated over \$2.7 million to advance environmental sustainability and conservation activities, including \$625,000 committed to The Nature Conservancy.



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Mobility

- The Honda USA Foundation provides grants to nonprofit partners that enhance the joy and freedom of mobility in our communities. One of these includes Special Olympics Georgia, helping engage athletes in regular physical activity year-round through training in 26 sports for a competition patterned after the Olympic Games.
- Other Honda USA Foundation grants provided funding for programs offering adaptive sports and recreational activities for youth with physical disabilities, providing inclusive opportunities for social connection while promoting independence.
- Honda's ENABLE (Engender and Nurture Abilities through Business Leading Empowerment) Business Resource Group (BRG) partnered with Momentum to help clear out and organize storage rooms. This helped create time and space for Momentum to do its critical work in advancing independence and productivity of children and adults who have disabilities or medical conditions.



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Traffic Safety

Nearly one-third of U.S. traffic fatalities involve drivers under 25 years of age. When it comes to teen drivers, Honda is focused on addressing four behaviors that reflect trends analyzed by the **Fatality Analysis**



Reporting System:

- Unbelted driving
- Distracted driving (texting)
- Speeding
- Impaired driving

In addition, we are actively focused on ensuring safety for everyone sharing the road, represented most profoundly through our goal to have zero fatalities from collisions involving Honda vehicles by the year 2050.



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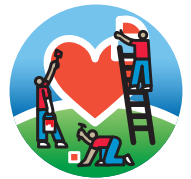
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Impact the Community



- **#TeamHondaCares** helps people fulfill their own life's potential. This year-round initiative provides Honda associates, dealers and suppliers opportunities to give back through volunteering, collection drives and financial contributions. Last fiscal year, we had over 5,700 volunteers putting in hard work and over 31,900 essential needs items donated, addressing disaster relief, food insecurity and more in our local communities.
- Associates donated over 6,500 women's hygiene and personal care items to local nonprofit organizations supporting women, including:
 - **Dress for Success** in Indianapolis, Indiana
 - **Family Service of the Piedmont**, North Carolina
 - **Haralson County Family Connection**, Georgia
 - **Pee Dee Coalition**, South Carolina
 - **Women are Dreamers Too**, Georgia
 - **YWCA Columbus**, Ohio
 - **Girls Inc.** in Central Alabama and Orange County, California

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Invest in the Future

Drive the Legacy of HBCUs

In January 2024, Honda launched a new initiative called “Drive the Legacy” to advance the company’s longstanding commitment to Historically Black Colleges and Universities (HBCUs) and attract top talent to Honda. The initiative focuses on four key pillars: educational and career opportunities, program and infrastructure support, outreach and advocacy, and unique experiences that celebrate HBCU culture.

Honda has impacted the lives of more than 300,000 students and awarded over

\$14M

in grants to HBCUs.



Honda Battle of the Bands (HBOB)



Thousands of fans, students and alumni converged upon Alabama State University (ASU) on Saturday, Feb. 18, 2023 to take part in the 18th Honda Battle of the Bands Invitational Showcase (HBOB), the nation’s premiere showcase for Historically Black Colleges and Universities (HBCUs) marching bands and dance teams. Marking its return to a live event format for the first time since 2020, HBOB also was held for the first time on an HBCU campus, featuring spectacular performances from six marching bands representing HBCUs. The six HBCU marching bands that performed in the 2023 HBOB Invitational Showcase included both first-time and veteran HBOB bands:

- **Alabama State University, Mighty Marching Hornets** – 7th appearance
- **Langston University, Marching Pride** – 4th appearance
- **Morgan State University, Magnificent Marching Machine** – 1st appearance
- **Savannah State University, Powerhouse of the South** – 7th appearance
- **Texas Southern University, Ocean of Soul** – 3rd appearance
- **Virginia State University, Trojan Explosion** – 10th appearance

Building on Honda’s longstanding support for HBCUs, each of the six participating universities also received a \$50,000 grant from Honda to support their music education and career development programs. Honda also supported nonprofit organizations within the host city of Montgomery through \$120,000 in grants to local nonprofit organizations.



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Honda Campus All-Star Challenge (HCASC)



Honda Campus All-Star Challenge (HCASC), America’s premier academic competition for students from Historically Black Colleges and Universities (HBCUs), is a year-round program that celebrates Black excellence and challenges students to expand their scope of knowledge on a wide range of topics, with the opportunity to gain lifelong learning skills, including leadership, collaboration and sportsmanship. Hosted on the American Honda corporate campus in Torrance, California, more than 200 HBCU students, along with their coaches, participated in the 34th HCASC National Championship Tournament in April 2023.

Stillman College earned top honors and a \$75,000 institutional grant from Honda, runner-up Tuskegee University was awarded a \$30,000 grant, while the third and fourth place finishers - Winston-Salem State University and Oakwood University, respectively - each received a \$20,000 grant. University of the District of Columbia, Southern University and A&M College, Spelman College and Tennessee State University rounded out the “Great 8” teams that competed in the HCASC Finals. Beyond the competition, the HCASC program included student networking opportunities and activities with HBCU presidents and representatives. Honda provided more than \$400,000 in institutional grants to the participating HBCUs.



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TMCF Immersion

Honda hosted 30 students at its Ohio manufacturing and R&D operations for an immersion event in partnership with the Thurgood Marshall College Fund. For four days, HBCU students were immersed into Honda operations and culture. Students toured the Marysville Auto Plant (MAP) and the North American Auto Development Center and participated in several activities that showcased the wide breadth of career opportunities available at Honda. At the end of the event, students had the opportunity to interview for co-op positions through Honda’s Talent Acquisition program.



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NUL BEEP Program

Honda partners with the National Urban League, and one of the NUL's flagship programs is the Business Executive Exchange Program (BEEP). BEEP engages students in career exploration and planning through several different formats, ranging from two-day seminars to semester-long virtual programs. Through BEEP, Honda can connect directly with students and share internship and job recruitment opportunities.

The Drive the Legacy Initiative has helped increase BEEP's presence, brand recognition and recruitment engagements on HBCUs across the country.



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Insights

Impactful Journey

Committing to inclusion and diversity is a journey and this report is a point along the way. Honda aims to expand opportunities for associates, distinguish itself as an inclusive brand, and accelerate gender and ethnic diversity among its associates. To bring this future—we must be **all in**.

All data is from the calendar year 2023*

29,528

Associates employed

28%

Identify as women*

17%

Women at the management level*

(1% year-over-year increase)

33%

Identify as people of color*

24%

People of color at the management level*

(3% year-over-year increase)

“

Each leader has the responsibility to think about how they promote diversity. It's not about checking a box and moving on. It's about appreciating the value of diversity and understanding each leader's important role in building an inclusive culture where all Honda associates feel a sense of belonging.”

Tanya Alloway

Vice President of Human Resources,
Honda Development & Manufacturing of America, LLC
and co-chair of the North American Diversity Steering Committee



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Insights

Impactful Journey

Committing to inclusion and diversity is a journey and this report is a point along the way. Honda aims to expand opportunities for associates, distinguish itself as an inclusive brand, and accelerate gender and ethnic diversity among its associates. To bring this future—we must be **all in**.

All data is from the calendar year 2023*

29,528

Associates employed

28%

Identify as women*

17%

Women at the management level*

(1% year-over-year increase)

33%

Identify as people of color*

24%

People of color at the management level*

(3% year-over-year increase)

Efforts to achieve a sustainable and inclusive workplace and culture

- Development of Diversity Action Plans by each Business Unit, with assigned liaisons to support plan achievement.
- Completed Mentoring Matters Program with 2x cohort participation between 2023-2024.
- Strengthen entry-level pipeline by implementing a talent acquisition strategy to identify, attract, and acquire top talent by expanding co-op hiring panels and increasing participation at national diversity organization conferences.
- Evaluate needs and solutions to support ESL (English as a Second Language) and hearing-impaired associates through translation of key documents and expanded use of technology.

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Workforce Diversity - Women

Women Representation at Honda		
Data	2022	2023
Total Workforce - Women	28%	28%

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Workforce Diversity - Women at the management level

Management Level and Total Workforce		
Data	2022	2023
Management Level - Women	16%	17%

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(3% year-over-year increase)

Workforce Diversity - Identify as people of color

Ethnic Representation at Honda		
Data	2022	2023
Total Workforce - Ethnic Minority	30%	33%

US Workforce by Ethnicity		
Data	2022	2023
White	68%	64%
Black	17%	15%
Hispanic/Latino	6%	6%
Asian	5%	6%
Unspecified	2%	7%
2 or more races	2%	2%
Pacific Islander	0%	0%
Native American	0%	0%

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(1% year-over-year increase)

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Identify as people of color*

24%

People of color at the management level*
(3% year-over-year increase)

Workforce Diversity – People of color at the management level

Management Level and Total Workforce		
Data	2022	2023
Management Level - Ethnic Minority	21%	24%

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Inspiration

A New Beginning

As we move toward our “Second Founding,” Honda must continue our relentless pursuit to help others reach their full life’s potential. There is no question that inclusion and diversity will play a powerful role in this transformation. Honda’s strength lies in the dreams of our associates and the belief that new value is created through the deep discussion of ideas that will lead to improvements to our products, workplace, and society.

The world around us is changing—we must embrace this journey to be a company that society and our associates want to exist, now and in the future.

We must be **all in**.

Honda has a clear vision for the future, and it’s a joyful one.



“

I’m very encouraged by the progress we’ve made over the past 25 years to advance inclusion and diversity across all Honda business operations in North America. We have a lot more to do to truly live our values in this area. As we continue on this long and important journey, all Honda associates must understand our inclusion and diversity direction, the company values behind it, and the benefits this will bring for our future success.”

Bob Nelson

Executive Vice President
of American Honda Motor Co., Inc.
and co-chair of the North American
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Invitation

We're all in to bring
the future together.
Join us.

✉ **Talk to us!**

Email us with comments
and/or questions about this report.
inclusion@na.honda.com