



Corporate Responsibility at MAN 2016

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People

MAN is one of Europe's leading players in the commercial vehicle and mechanical engineering sectors. 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 value-based culture of diversity, openness, and transparency.

Our HR strategy

Being a top employer is an integral part of MAN's Corporate Strategy. Now and going forward, 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 digitization and new generations of employees. We offer a variety of opportunities for getting started at MAN – from internships for secondary-school students to a wide range of vocational training programs, our Global Champion Trainee Program, and traditional direct hiring.



Retaining the right employees

We offer opportunities to structure working hours more flexibly, through models such as Flex Work, telecommuting, and trust-based hours. Our open-plan concepts for different working environments boost our employees' efficiency, innovativeness, and satisfaction. We support every employee by offering them training opportunities to help them reach their goals. We honor good 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. A diverse workforce boosts our competitiveness, making it a cornerstone of our corporate success going forward. For this reason, we recognize and foster the distinctive qualities of our employees. At MAN, we define diversity as encompassing gender, nationality, disabilities, age, competencies, and both professional and life experience.

Respectful working environment

MAN and its 53,800 employees are active in many different countries. Within a positive working environment based on respect and tolerance, we value each individual. We are committed to diversity and equal opportunity, and do not discriminate based on age, gender, religion, ethnic origin, or sexual orientation.

The following policies provide a binding framework for our human resources work around the globe:

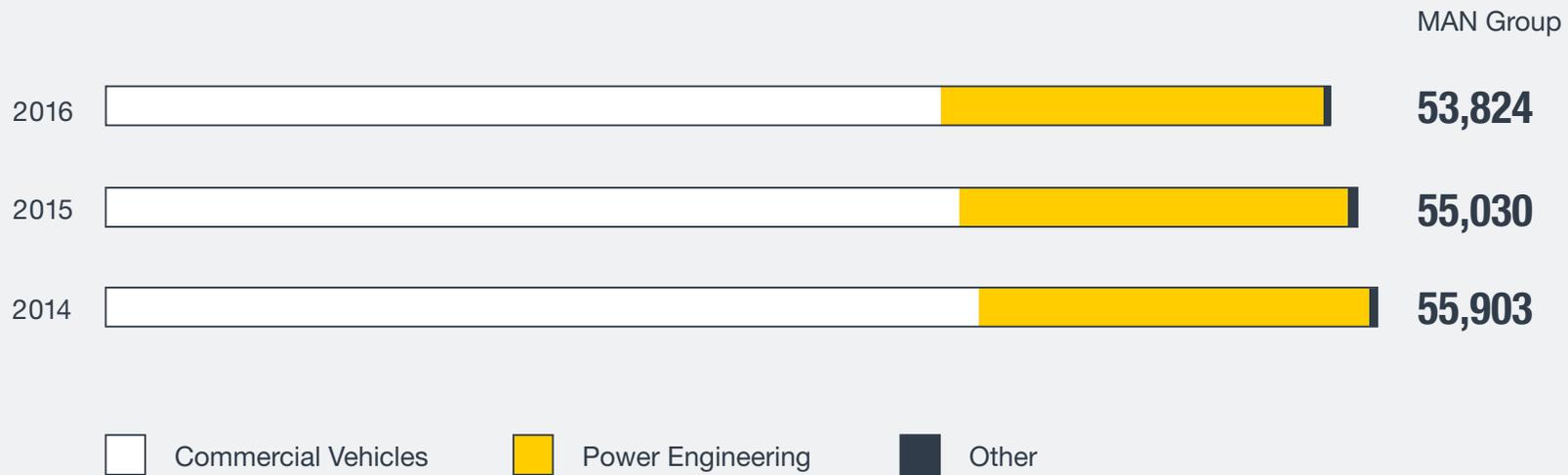
- UN Global Compact
- OECD Guidelines for Multinational Enterprises
- Code of Conduct
- Charter on Labor Relations
- Charter on Temporary Work
- Policies based on the conventions of the International Labour Organization (ILO)



Headcount

On December 31, 2016, the MAN Group employed 53,824 people.

Employees by business area



Attractive employer

As an attractive, 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 a top 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 IT employer and
- reaching out to a new target group through innovative recruiting methods and events such as the hackathon held at the Technical University of Munich in 2016



Employee satisfaction

With the aim of boosting employee satisfaction and identification with the Company, in 2016 we conducted the “Stimmungsbarometer” employee opinion survey for the fourth time. At 74.7 points, the measured level of employee satisfaction was more positive in 2016 than in the previous year.

86%

of MAN employees took part in the employee opinion survey
in 2016.



Diversity

MAN respects all of its employees regardless of age, gender, religion, ethnicity, and sexual orientation. We have launched a number of measures to promote diversity and equal opportunity, including programs that help women gain a foothold on the career ladder and help our employees balance work and family.

Women in management positions

In our hiring practices, we give diversity and the placement of qualified women in particular due consideration. The proportion of female managers at MAN rose slightly in 2016, to 9.2%. One additional woman joined the Supervisory Board in the year under review, bringing the number of women who sit on that Board to four.

9.2%

of managers at MAN are women (2016, management levels 1 to 3). This represents a slight increase in the percentage of managers who are women (2015: 8.5%).

Balancing work and family

We make certain that our employees are able to strike a good balance between their jobs and families. To this end, we offer:

- flexible working hours
- the opportunity to split a full-time position into two part-time positions
- company daycare centers at our Munich and Augsburg sites
- information sessions for expecting parents
- seminars on re-entry into the workforce after parental leave
- vacation programs for employees' children
- Home office

Fostering talent within the Company

Our dual model of vocational training ensures the professional development of the next generation of outstanding technical and commercial employees. In late 2016, almost 800 young people started their careers at MAN. More than 3,100 young people were involved in vocational training programs at MAN in 2016.

6.3%

of our workforce made up vocational trainees in 2016.

In addition, we offer dual education programs in cooperation with various universities. At present, more than 180 students on dual education and integrated vocational training and degree programs are completing the practical part of their studies at our sites in Germany.

Individually tailored CPD

Approximately 175,400 participants worldwide took part in some 14,500 continuing professional development (CPD) initiatives in 2016. Learning and teaching take place in close cooperation with internal experts. They pass their knowledge on to their colleagues within our “Berufsfamilien” (vocational groups), which include all employees who work in related fields of expertise.

14,500

continuing professional development initiatives took place in 2016.

Workplace safety

We actively work to offer our employees a healthy and safe working environment. As part of our “Workplace Optimization” initiative, for example, we assessed the ergonomics of all workstations in MAN Truck & Bus production sites. And thanks to the MAN Diesel & Turbo “Zero Accident” initiative, 2016 marks the eighth year in a row in which there has been a decrease in the severity of workplace accidents.

Workplace injuries *

Number of lost-time injuries



Accident frequency index



Accident severity index



* Only reported lost-time injuries affecting permanent staff in production or production-related sites.

How we document workplace injuries

- In accordance with the German Social Code (SGB), 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.

Occupational safety around the globe

In 2016, our sites in Dachau and Rheine received OHSAS 18001 certification for the first time. This brings the total number of our sites certified under the occupational health and safety management system to 27.

27 of 30

production sites are certified under the OHSAS 18001 occupational health and safety management system.