



OUR PEOPLE

RESPECTING HUMAN AND LABOR RIGHTS

Commitment: Promote diversity and offer equal opportunities

	ACTIONS	2014 RESULTS	TARGETS
CNH Industrial	▶ Promotion of a work environment driven by the highest principles and fundamental rights, using multiple tools (e.g., training courses, Intranet portal)	■ Over 500 people trained on fundamental rights ⇒ 77	▶ 2015: continuous implementation of information and training activities
	▶ Monitoring of the global implementation of equal opportunity principles in relation to performance and leadership appraisals and promotions	■ Outcomes monitored and analyzed for managers and professionals worldwide and corrective actions implemented as needed	▶ 2015: continued analysis of outcomes and implementation of corrective actions as needed
		■ External recruitment agencies made aware of the Company's role as Equal Opportunity Employer (EOE)	▶ 2015: continuous improvement and monitoring of recruitment processes across Regions to ensure performance as EOE
	▶ Promotion of job opportunities for workforce diversity	■ Several outcomes achieved: ▶ +3% females employed vs. 2013 ▶ +11% females in management positions ▶ +6.5% disabled employed vs. 2012 in the countries surveyed ⇒ 78; 79	▶ 2015: increase in the number of diversity candidates employed by Region, in accordance with local requirements and limitations



Key

- ▲ Target exceeded
- Target achieved or in line with plan
- ▣ Target partially achieved
- ▼ Target postponed
- ➡ See page

DEVELOPING HUMAN CAPITAL

Commitment: Enhance skills within the Company

	ACTIONS	2014 RESULTS	TARGETS
CNH Industrial	▶ Assessment of employees through Performance and Leadership Management appraisal system	▲ 100% of managers and professionals and 87% of salaried employees evaluated ➡ 84	▶ 2018: ongoing evaluation of all managers, professionals, and salaried employees
	▶ Development of programs to upgrade and improve employee skills and behaviors	■ Several programs implemented: ▶ <i>Working as One Company</i> campaign launched ▶ <i>Lead to Win</i> program continued in NAFTA ▶ <i>Job Posting</i> program continued, with 1,220 positions posted and over 3,000 applications received worldwide ➡ 86	▶ 2018: ongoing offer of targeted programs extensively customized to employees' individual needs
	▶ Maintenance of training model and management process enabling a more effective and flexible response to strategic and tactical training needs according to changes in the economic environment	■ New Training Management Model consolidated and implemented ➡ 85 ■ Average of approx. 19 hours of training per employee delivered ➡ 86	

Commitment: Maintain sustainability as a key Corporate objective

	ACTIONS	2014 RESULTS	TARGETS
CNH Industrial	▶ Incorporation of environmental and social targets in the performance management system	■ 392 targets set for specific sustainability project leaders ■ Additional sustainability targets included in variable compensation system for Supplier Quality Engineer (SQE) managers and respective team members ➡ 161	▶ 2015: ongoing application of sustainability targets for: specific sustainability project leaders; Energy and EHS managers and respective team members at plant level; SQE managers and respective team members; Commodity managers; buyers

Commitment: Manage succession plans and intragroup personnel transfers

	ACTIONS	2014 RESULTS	TARGETS
CNH Industrial	▶ Continuation of <i>Talent Review</i> program	■ Company <i>Talent Review</i> program launched, with 160 key leadership positions reviewed worldwide ➡ 84	

Commitment: Promote a culture of sustainability and increase awareness of the Company among employees

	ACTIONS	2014 RESULTS	TARGETS
CNH Industrial	▶ Provision of online training on Corporate Governance	▼ Target postponed	
	▶ Provision of online training on sustainability	▼ Target postponed	

Commitment: Survey level of satisfaction, needs, and requests of employees

	ACTIONS	2014 RESULTS	TARGETS
CNH Industrial	▶ Execution of people satisfaction surveys	■ Exit surveys and/or interviews performed in NAFTA and LATAM ➡ 87	▶ 2018: continuous monitoring, extending the sample to significant locations

Commitment: Attract and retain the best talent

ACTIONS	2014 RESULTS	TARGETS
CNH Industrial ▶ Implementation of long-term performance-related incentive plans	<ul style="list-style-type: none"> ■ Long-term performance-related incentive plans for key talents defined and implemented <p style="text-align: right;">➔ 76</p>	▶ 2015: ongoing implementation of long-term performance-related incentive plans for key talents

Commitment: Promote continuous improvement through the direct participation and contribution of employees

ACTIONS	2014 RESULTS	TARGETS
CNH Industrial ▶ Encouragement of improvement proposals from employees	<ul style="list-style-type: none"> ■ Average of 11 improvement proposals per person received from plant employees ■ 395,000 suggestions developed into projects ■ \$195.6 million saved thanks to WCM projects <p style="text-align: right;">➔ 167</p>	

PROMOTING AND PROTECTING OCCUPATIONAL HEALTH AND SAFETY

Commitment: Continue process of internal and external certification of Occupational Health and Safety Management System

ACTIONS	2014 RESULTS	TARGETS
CNH Industrial ▶ Extension of OHSAS 18001 certification	<ul style="list-style-type: none"> ■ 8 non-manufacturing sites OHSAS 18001 certified, employing approx. 1,900 people ■ All most important joint venture plants (in which CNH Industrial holds at least a 50% interest) as at 2011 OHSAS 18001 certified <p style="text-align: right;">➔ 91</p>	▶ 2018: maintenance of OHSAS 18001 certifications existing as at 2014, and extension to additional manufacturing/non-manufacturing sites and most important joint venture plants (in which CNH Industrial holds at least a 50% interest)

Commitment: Maintain high standards in the prevention of accidents and injuries

ACTIONS	2014 RESULTS	TARGETS
CNH Industrial ▶ Pursuit of a zero accident and injury rate	<ul style="list-style-type: none"> ■ -11% in injury frequency rate achieved vs. 2013 ■ Zero fatal accidents reported (involving employees, contractors, or anyone else on CNH Industrial premises worldwide) <p style="text-align: right;">➔ 93</p>	▶ 2018: -15% in injury frequency rate vs. 2014

Commitment: Promote a culture of safety in the workplace

ACTIONS	2014 RESULTS	TARGETS
CNH Industrial ▶ Implementation of initiatives to increase employee health and safety awareness via multiple tools (e.g., training courses, Intranet, video tutorials)	<ul style="list-style-type: none"> ■ <i>Top 15 Safety</i> guidelines implemented at all plants <p style="text-align: right;">➔ 92</p>	▶ 2015: continuous implementation of information and training activities
	<p>LATAM</p> <ul style="list-style-type: none"> ■ <i>Safety Golden Rules</i> implemented <p style="text-align: right;">➔ 91</p>	
	<p>EMEA</p> <ul style="list-style-type: none"> ■ Online pilot course provided to team managers, professionals, and salaried employees, involving approx. 2,900 people <p style="text-align: right;">➔ 92</p>	



Key

- ▲ Target exceeded
- Target achieved or in line with plan
- ▣ Target partially achieved
- ▼ Target postponed
- ➡ See page

FOSTERING EMPLOYEE WELLBEING AND WORK-LIFE BALANCE

Commitment: Promote the health and wellbeing of employees

	ACTIONS	2014 RESULTS	TARGETS
CNH Industrial	▶ Dissemination of information to employees on general health and on the prevention of infectious diseases via multiple tools (e.g., targeted campaigns, Intranet portal, newsletters) and provision of medical support	<ul style="list-style-type: none"> ■ Several initiatives implemented: <ul style="list-style-type: none"> ▶ information and medical support related to seasonal flu prevention regularly supplied ▶ new set of <i>Tips on Health</i> released EMEA ▶ <i>Smoking Cessation</i> communication campaign extended to other plants ▶ <i>Health Factory</i> campaign carried out at the Basildon and Watford plants (UK), involving 8,670 employees to date LATAM <ul style="list-style-type: none"> ▶ HIV/AIDS information campaign continued 	▶ 2015: ongoing implementation of health initiatives
	▶ Promotion of employee wellbeing through specific programs aimed at spreading a wellness-focused culture and at encouraging the adoption of a healthy lifestyle	<ul style="list-style-type: none"> ■ Several programs developed by Region 	▶ 2015: ongoing implementation of wellbeing programs

Commitment: Facilitate access to the best health care services

	ACTIONS	2014 RESULTS	TARGETS
CNH Industrial	▶ Continuation of the supplemental health care plan for employees in Italy, as per agreements between the Company and trade unions	<ul style="list-style-type: none"> ■ Health care services provided to more than 10,000 employees plus their family members via FASIF and FISDAF Funds 	➡ 74

Commitment: Promote work-life balance

	ACTIONS	2014 RESULTS	TARGETS
CNH Industrial	▶ Promotion of initiatives enhancing work-life balance	<ul style="list-style-type: none"> ■ Flexible working arrangements implemented by Region 	▶ 2015: continued implementation of work-life balance initiatives by Region
	▶ Support for volunteer work during paid working hours	<ul style="list-style-type: none"> ■ Targeted campaigns organized by Region to promote volunteering opportunities and encourage employee participation 	➡ 98

IMPROVING EMPLOYEE COMMUTING

Commitment: Improve commuting for employees

	ACTIONS	2014 RESULTS	TARGETS
CNH Industrial	▶ Development of mobility plans to improve commuting to/from selected sites by broadening the use of public transport, carpooling, and alternative mobility (cycling), and by improving entrances and loading/parking areas	<ul style="list-style-type: none"> ■ Mobility plans implemented at plants in Madrid and Valladolid (Spain) and Basildon (UK) 	▶ 2015: implementation of mobility plans at all Italian CNH Industrial plants
		<ul style="list-style-type: none"> ■ Agreement signed between local public transport agency and CNH Industrial in Modena (Italy) 	▶ 2015: implementation of As-Is analysis and mobility plans at Ulm plant (Germany) and at Harbin plant (China)
			▶ 2015: extension of public transport discount initiative to other CNH Industrial sites

ACTIONS	2014 RESULTS	TARGETS
Commercial Vehicles and Powertrain	▶ Development of mobility plans to improve commuting to/from selected sites by broadening the use of public transport, carpooling, and alternative mobility (cycling), and by improving entrances and loading/parking areas	■ Easygo web tool subscribed to by 5% of employees at plants in Foggia and Pregnana Milanese (Italy) after intensive advertising campaign ➔ 100
		■ Mobility plan developed at Bourbon Lancy plant (France) ➔ 100
		■ Mobility plans updated for all Commercial Vehicles and Powertrain plants in Italy ➔ 100

REDUCING ICT IMPACTS

Commitment: Reduce Information Communication Technology related energy consumption

ACTIONS	2014 RESULTS	TARGETS
CNH Industrial	▶ Introduction of new low environmental impact hardware	▲ -369 MWh vs. 2010 (approx. 191 tons of CO ₂) achieved through introduction of additional high-efficiency power supply units ➔ 101
		▲ 5,390 video monitors replaced with eco-efficient devices (EnergyStar and EPEAT Silver/Gold) ➔ 101
		■ Sustainability requirements incorporated in the contract renewal to manage the IT infrastructure and services ➔ 101

