

Hitozukuri (nurturing the development of individuals)

SPECIAL FEATURE

ORGANIZATIONAL CULTURE REFORMS FOR FULFILLING PURPOSE: BLUEPRINT

ORGANIZATIONAL CULTURE REFORMS FOR FULFILLING PURPOSE



Hiroshi Shiomi
Blueprint Ambassador

Power of Organizational Culture to Influence Strategies

If Mazda has an accommodating organizational culture, it will be better equipped to advance effective strategies, provide more exciting experiences, and develop a stronger business.

Blueprint is a series of organizational culture reform initiatives meant to be advanced by all Mazda employees and managers. These initiatives are aimed at ensuring

that every employee is able to act with an understanding of the experience (emotions) they seek to deliver to customers and colleagues to help Mazda fulfill its purpose.

Culture Shaped by Everyone, Importance of Changing Oneself as Opposed to Attempting to Change Others

Mazda aims to inspire everyone to use their interactions with others as opportunities for ongoing introspection to drive continuous self-transformation.

Long-Lasting Nature of Impressions Formed about Others

Mazda aspires to provide a workplace environment in which all employees are valued and able to experience inspiration, feel at peace, and have genuine interactions with their colleagues.

Rather than having managers and leaders rigorously manage the activities of their teams, they encourage employees to act based on a sense of autonomy. We will continue to promote this culture until it becomes an entrenched fixture of the Mazda brand. Meanwhile, the Mazda Way, the code of conduct to which employees are expected to adhere, will continue to be cherished as we implement the Blueprint to help every employee evolve their actions to be even more considerate of the feelings of others.

SPREADING INTERNAL INFLUENCE OF BLUEPRINT

The introduction phase for the Blueprint program has only just begun. Initiatives have included experience-oriented introductory sessions conducted over a two-day period, which saw participation by some 10,000 employees. In these introductory sessions, groups of around 20 employees from different divisions and of different ages were formed, and activities were led by employees designated as navigators and supporters. These sessions were aimed at inspiring employees to act with greater autonomy by exploring their feelings through activities and gaining new perspectives through discussion with colleagues. This approach was adopted based on the understanding that, the more people mature, the more they tend to become restricted by past successes and preconceptions. Through activities,



Employees acting as navigators and supporters

we hope to foster a growth-oriented mindset and allow employees to remember the flexible thinking they had as children. This empowering experience is anticipated to help participants make new discoveries and form connections with diverse colleagues.

Such initiatives have already been implemented in Europe and the United States, where they have contributed to the development of an organizational culture in which employees are empowered and can act based on the customer's perspective. This culture is already producing successful business results.

The following comments from Blueprint session participants indicate that sessions have resulted in the cultivation of such a corporate culture. "The feeling of fostering an environment where everyone feels free to voice their opinions is amazing." "Sharing opinions with people from various age groups made me feel optimistic and free of doubt." "I want to embrace a feeling of gratitude as a normal part of my work." "The session helped me recognize the importance of thinking of others and of having a positive outlook."

Blueprint principles in workplaces to ensure employees remember and continue to act based on what they learned in the Blueprint sessions.

One such initiative is Connection Salon, a laidback forum for exchanges between employees based on the theme of forming connections. By offering a venue for in-person communication, Connection Salon helps employees form connections with colleagues working in other areas while providing an avenue for the sharing of ideas and perspectives. We have also begun working to offer a similar forum for communication via virtual spaces.



Program materials



Session

INITIATIVES AND PROGRESS



Connection Salon

Since October 2023, introductory Blueprint sessions have been organized in Hiroshima, Hofu (Yamaguchi Prefecture), and Tokyo, contributing to an increased drive among employees to reform Mazda's organizational culture. Positive developments have already been witnessed in the form of increases in workplace communication between employees and in attentiveness of managers toward team members.

In addition, initiatives have been launched with the goal of entrenching

FUTURE OUTLOOK

The first goal for the introductory Blueprint sessions launched in FY March 2024 will be to have all back-office employees participate in these sessions. After this goal is accomplished, the Company will seek to have all factory and other employees take part by the end of FY March 2026. At the same time, physical and virtual communication forums will be enhanced to help employees form connections with colleagues from a variety of work areas. Meanwhile, the competency evaluations used to assess work activities were revised during FY March 2025 to reflect the principles of Blueprint in their criteria and other details. The revised evaluation framework will be used for personnel evaluations in FY March 2026 to support the forward-looking actions of every employee.

BLUEPRINT