

HITOUZUKURI

(NURTURING THE DEVELOPMENT OF INDIVIDUALS)

Mazda is advancing *Hitozukuri* (nurturing the development of individuals) initiatives to create unique value through investments in people (maximization of people's contributions); the promotion of diversity, equity, and inclusion; and respect for human rights.

PASSION: UPLIFTED EMPLOYEES

Mazda aims to be, more than anywhere else, a company where people are uplifted. The Company firmly believes that energizing each and every employee and having them think and act based on an understanding of how issues relate to them is how it can maximize the contributions of its employees, and that this will tie into corporate growth.

Mazda's diverse employees, who come from various backgrounds, try to deliver uplifting experiences characterized by joy and inspiration for customers and everyone else connected to the Company through their business activities, such as those related to *Monozukuri* (engineering and manufacturing) or *Tsunagarizukuri* (creating human connections).

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FOSTERED STRENGTHS

Global Entrenchment of the Mazda Way* Code of Conduct

The Mazda Way, a code of conduct that details the Company's approach toward work, is incorporated into human resource systems and also functions as a reference point guiding certain parts of these systems. This approach is designed to foster a corporate culture of employees exercising their individuality while also combining their strengths to contribute to the Company and society.

* In FY March 2009, Mazda summarized seven basic principles and values handed down within the Company over time and defined these as the Mazda Way.

Personal Growth Through Various Opportunities and Experiences

Mazda may be on the small side when it comes to automobile manufacturers, but it is for this very reason that it can offer various opportunities to engage in different tasks. This range of opportunities enables employees to take a multifaceted view of the essence of their work, allowing them to go about their work from an overall optimization perspective and expanding their potential to be active in various fields where they can utilize that experience in the future.

Human Resource Development Through *Monozukuri*

Mazda seeks to develop human resources who are proficient at utilizing sophisticated equipment and tools and who can transform this proficiency into value for customers. Accordingly, the Company's human resource development programs are not limited to hands-on training on technologies and techniques. Another aim of these programs is to make employees better rounded as people. For this reason, the Company offers field trips in collaboration with the community. In this way, human resource development programs are creating skilled, well-rounded, and motivated employees.

FUTURE INITIATIVES

Entrenchment of Blueprint Initiatives in Which the Front Lines Take the Lead

With emphasis on the Mazda Way, Blueprint initiatives are being advanced to evolve the actions of people. These initiatives aim to transform our corporate culture by turning the conventional pyramidal decision-making, where decisions come from up top and spread down to the front lines, to one where the frontline employees who are in direct contact with customers take the lead, and where management supports the front lines.

Hitozukuri to Expand the Scope of *Monozukuri* and *Tsunagarizukuri*

In developing the human resources who will be responsible for *Monozukuri* and *Tsunagarizukuri* in the future, Mazda wants to develop relationships with partners across the globe that blur various boundaries—between people and organizations—and that involve consideration for others and sharing of goals, and in which parties can discuss what to do to accomplish those goals from their different perspectives and learn and teach each other for mutual growth and success.

Creation of an Uplifting Workplace Environment in Which Human Rights and Diversity Are Respected

Mazda respects the diversity of employees as well as their various values and lifestyles. Through global, Groupwide coordination, the Company is developing processes and management and other systems that position respect for human rights as a fundamental part of its business.

MESSAGE FROM EXECUTIVE OFFICER IN CHARGE OF HUMAN RESOURCES



Tomiko Takeuchi
Executive Officer and
Chief Human Resources
Officer (CHRO)

I believe that an important task for Mazda is the development of uplifted employees who are able to utilize their individual talents to engage in co-creation with external partners. The pace of change in the operating environment is growing increasingly swift, and we are therefore working to foster an organizational culture in which frontline employees are able to think and produce ideas by themselves and in which these ideas are actively shared to drive employees to tackle new challenges. We also aim to develop frameworks through which management can support such a culture. These were the goals that lead to the launch of Blueprint initiatives (see next page for details). Through this program, we sought to accelerate efforts to foster such a culture and to build frameworks for ensuring that human rights are respected as a fundamental part of our business in response to the recent rise in social expectations pertaining to corporate activities and human rights. We are also promoting recruit reforms through activities for accelerating co-creation with diverse individuals both inside and outside the Company. In this manner, Mazda seeks to transform its culture to forge connections with a wider range of colleagues in the future.

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."

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.



Connection Salon

INITIATIVES AND PROGRESS

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 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

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.



Program materials



Session

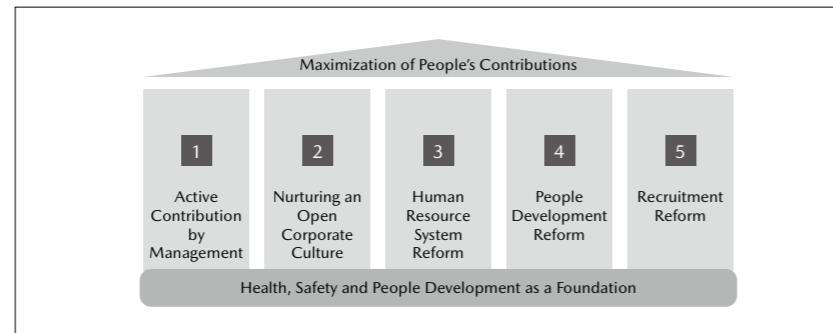
BLUEPRINT

ACTIVE CONTRIBUTIONS BY EMPLOYEES

MAXIMIZATION OF PEOPLE'S CONTRIBUTIONS

Mazda believes that new value is created when all employees are working while feeling motivated and energized based on mutual understanding and trust. Mazda has established five pillars for maximizing people's contributions and has formulated, and is implementing, measures for each of them.

Five pillars of efforts to maximize people's contributions



1 ACTIVE CONTRIBUTION BY MANAGEMENT

One of the foundations for maximizing employee contributions is ensuring an environment where all middle managers and higher-ranked managers can provide one-on-one support for the growth and success of all employees. At Mazda, management roles and responsibilities are defined in a management handbook and shared with all relevant staff members through role-specific training.

Management Support Program*¹

The management support program is a six-month, workplace-focused program through which all members of management learn about their roles and how to fulfill these roles as we take a targeted approach to enhance the quality of communication. In this program, the insight gained through coaching with divisional and departmental general managers and open and honest dialogue among middle managers is used to drive the creation of connections throughout the organization to enable managers to resolve issues in their workplace based on the human elements.

Personnel Development Committee*²

The Personnel Development Committee is a venue through which senior leaders of Mazda and Group companies discuss and make decisions on personnel exchange and development plans with the aim of fostering, optimally assigning, and facilitating the success of the people who will lead global operations in every field of Mazda's business over the medium and long term.

*¹ These activities are only conducted at Mazda Motor Corporation.

*² The Personnel Development Committee (PDC) is comprised of three committees: PDC1, which covers personnel in domestic and overseas global companies; PDC2, which covers personnel in middle management at Mazda Motor Corporation; and PDC3, which covers employees of Mazda Motor Corporation excluding those covered by PDC1 and PDC2.

2 NURTURING AN OPEN CORPORATE CULTURE

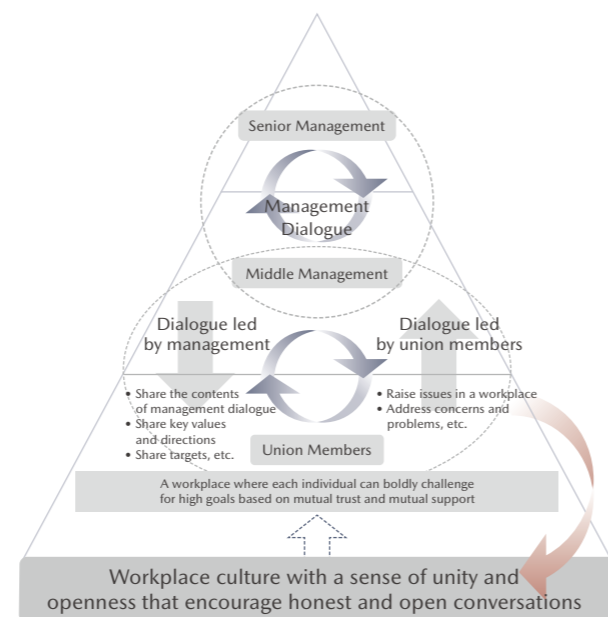
The foundation of Mazda's human resource development initiatives is good communication. For this reason, the Company is driving efforts to nurture an open corporate culture where people have open and honest consultations to facilitate mutual understanding, trust, and support.

Global Employee Survey

The Mazda Group conducts employee surveys on an ongoing basis to track employees' work motivation and to confirm conditions in working environments that support this motivation. The feedback gained through these surveys is used to make further improvements.

The major findings of surveys are released to employees, and more detailed results are reported to senior management at Mazda and Group companies in Japan and overseas. Organization-level results are communicated to the management of the respective organizations and companies, who are thereby encouraged to develop improvement plans as part of the PDCA cycle. Moreover, employee engagement, as gauged by these surveys, was included among the non-financial performance indicators used for officer remuneration systems as part of the revision undertaken in June 2024.

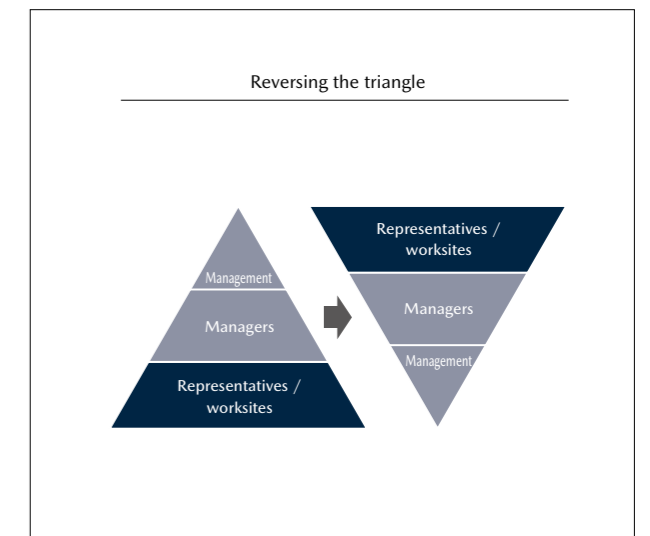
Promotion of engagement



Blueprint Culture Reform Program

Mazda is advancing its Blueprint culture reform program to foster a comfortable workplace environment through efforts by all officers and employees. This program is founded on the belief that a workplace offering peace of mind is conducive to the type of communication that produces a diverse range of unprecedented ideas. Mazda seeks to utilize such ideas to grow businesses in which all employees are able to exercise their skills. As illustrated in the diagram to the right, this program puts the customer center stage and examines how the value chain should be designed. It is also an effort to change our corporate culture by turning the conventional pyramidal decision-making approach (reverse the triangle), where decisions come from the top and spread down to the front lines, into one where the frontline employees who are in direct contact with customers take the lead, and where management supports the front lines.

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3 HUMAN RESOURCE SYSTEM REFORM Raising of the Retirement Age*¹

Mazda has overhauled its retirement system to enable all employees of all ages to make the most of their abilities and continue to make full contributions while feeling motivated and empowered. Specifically, the Company instituted a phased increase to the retirement age beginning in April 2022, with the goal of eventually raising the retirement age to 65 in FY March 2031. In conjunction with this process, the Company has revised its reemployment systems to introduce retirement age options. As a result, seasoned employees are now able to use the experience, expertise, and skills they have built up to expand their opportunities both in the Company and in their communities and society.

In addition, Mazda is developing an environment that can support the autonomous career development and choices for employees who have reached the age of 60 through discussions with workplace supervisors about their current work and future career opportunities.

Remote-Work System*¹

As part of workstyle reforms implemented in response to the COVID-19 pandemic, Mazda reviewed its conventional work-from-home system and, in October 2020, introduced a new remote-work system. The Company aims to facilitate highly efficient, high-performance workstyles by skillfully combining workplace attendance and remote working to create workstyles that can maximize organizational and workplace performance.

*¹ These activities are only conducted at Mazda Motor Corporation.

4 PEOPLE DEVELOPMENT REFORM

The key concepts behind Mazda's human resource development reforms are autonomy, growth, and support. The Company aims to transform to provide workplace and learning environments where the diversity of employees is respected and where they can better grow and succeed to ensure that work at Mazda is a fulfilling experience.

Mazda Business Leader Development

Mazda Business Leader Development (MBLD) is a type of business meeting unique to Mazda, one in which senior management shares messages with all employees and explores Mazda's future business path while engaging in vigorous discussion. In FY March 2024, an MBLD meeting was held at which managers from within and outside Japan with the rank of division general manager or above attended. At the meeting, participants discussed the various challenges that Mazda faces and the directions to be taken in initiatives by reconfirming where Mazda currently stands and asking what it will require to realize its 2030 Vision. Going forward, Mazda will continue to promote the active participation of all employees in MBLD meetings in order to encourage transformations in awareness and behavior.

ACTIVE CONTRIBUTIONS BY EMPLOYEES

Development of Human Resources with Digital Technology and IT Skills*¹

To accomplish its goal of doubling productivity by 2030, Mazda seeks to ensure that all back-office employees possess a certain degree of proficiency in relation to AI and IT technologies and can take on more advanced AI applications. To this end, all back-office employees have submitted to the entry-level digital technology training curriculum offered by Aidemy, Inc. since August 2022.

As the next step in these efforts, Mazda will promote practical learning focused on specific work processes to enable employees to utilize digital technology skills to address actual work issues. To this end, the entry-level curriculum has been supplemented through the introduction of eight new curricula selected based on the human resource types and skills defined in the Digital Skill Standard–Promotion framework provided by Information-technology Promotion Agency, Japan. By applying this framework to one’s specific work issues and skills, employees are able to choose the course that best suits them in order to pursue growth in accordance with their needs. Moreover, AI dojos are offered as a program for enhancing one’s ability to apply digital technologies to their work. The first batch of participants completed the program in spring 2024, and these individuals are guiding efforts to apply such technologies to processes in their respective organizations. The second iteration of this program was commenced in June 2024. By achieving an exponential increase in individuals capable of providing such guidance, Mazda aims to rapidly accelerate its digital transformation initiatives.

Meanwhile, the Company is looking to create secure generative AIs by developing interfaces matched to specific work processes based on the results of operational analyses. These AIs are being deployed throughout all areas of business in order to accelerate frontline reforms. Meanwhile, examples of the usage of AI and IT technologies in divisions across the Company have been compiled on a dedicated portal site. The act of sharing several hundred examples of these technologies being utilized and the related insight has given rise to AI and IT utilization communities. Moreover, Mazda is promoting recurrent education for individuals seeking to increase their knowledge. Coordination for this purpose is being advanced with Japanese universities. In addition, collaboration aimed at enhancing the AI skills of human resources is being promoted with Secondmind Ltd., an AI venture firm established by the U.K.’s University of Cambridge and in which Mazda commenced investment in 2023. Plans are moving forward to commence an education program for training top-class AIs in the near future.

Through these initiatives, Mazda aims to become an organization that can utilize AI to resolve a wide range of management, development, operational, and other issues. Platforms for using AI to enhance the capabilities of people are thus being installed and their utilization is being promoted on a Companywide basis.

*¹ These activities are only conducted at Mazda Motor Corporation.

5 RECRUITMENT REFORM

The recruitment environment is becoming more challenging, prompting Mazda to reform its recruitment activities to focus on being selected by those who resonate with the Company’s desired direction. In terms of mid-career recruitment, Mazda is bolstering its recruitment activities in the greater Tokyo metropolitan area while also holding workshops and

briefing sessions. In areas where the need for specialist human resources is particularly high, the Company is allowing workstyles that do not tie employees down to a set working location. As part of new graduate recruitment activities, Mazda offers summer and winter internship programs to highlight the appeal of working at the Company.

TOPIC

Mazda Innovation Space Tokyo

In February 2024, Mazda opened Mazda Innovation Space Tokyo in the Roppongi area of Minato-ku, Tokyo. This hub will serve as a place where partnerships are formed and talented individuals dare to create new value. Mazda established this new space in Tokyo to reach far beyond the conventional framework of the automobile business, encounter a diverse range of talented individuals and business partners, and accelerate its co-creation activities. In addition to recruiting IT,

Mobility as a Service (MaaS), and other specialists, this space is hosting interactions with new business partners, including those engaged in the electrification process, and facilitating new business development, internal workshops, and other activities for co-creation both inside and outside the Company.



Global Employment Maintenance and Recruitment Activities

The Mazda Group conducts recruitment activities to secure the personnel required based on the needs of each country and region.

Production sites strive to appropriately maintain and manage employment with an understanding that such practices have great impact on the local economies. In Japan, the Company has maintained the production volumes and related employment at production sites in Hiroshima and Yamaguchi prefectures. Overseas, initiatives are underway to improve the operation rates of plants in Mexico and Thailand. In addition, steps are

taken to maintain employment and recruit staff based on the labor practices of the respective countries and regions in conjunction with the commencement of operations employing Mazda Toyota Manufacturing (MTM) standards in the United States.

Alumni Hiring Program

Mazda has introduced an alumni hiring program for re-hiring former Mazda employees. This program is designed to secure staff capable of making immediate contributions in the increasingly competitive job market and to utilize the insight and experience such individuals have gained during their time outside of the Company.

CAREER CHALLENGE (IN-HOUSE RECRUITMENT/FA) SYSTEM*¹

As part of the career challenge system, Mazda advertises for the requisite work experience and skills it requires for new positions and offers an in-house recruitment system for employees who want to take on the challenge of a new position. This system, previously only offered twice a year, has been expanded to be available on a year-round basis to grant employees access to a wide range of opportunities to choose their position and promote career autonomy. In this manner, the Company is providing an environment in which employees can personally commit to specific positions and pursue ongoing learning and growth. Moreover, the development of frameworks for quickly filling necessary positions in organizations is anticipated to increase organizational output, facilitate greater human resource fluidity, and maximize the utilization and contributions of human resources.

DIVERSITY, EQUITY, AND INCLUSION

Based on the belief that people are the Company’s most important asset, Mazda respects the growth and diversity of all employees and is committed to developing a workplace environment in which every employee can exercise their creativity. To this end, the Company must ensure that its workplace environment is receptive toward substantive differences, such as those in experience and values, as opposed to superficial differences, such as gender, disability, age, and nationality, to uplift diverse employees and facilitate co-creation among them and to thereby heighten the creativity of its organization. To achieve these objectives, Mazda is currently moving ahead with the following initiatives and intends to expand the scope of its initiatives for promoting diversity in the future.

SUPPORT FOR CONTRIBUTIONS OF DIVERSE EMPLOYEES

• Empowerment of Female Employees and Promotion of Child-Rearing Leave Acquisition by Male Employees

On March 31, 2024, the percentage of female employees at Mazda Motor Corporation was 10.3%, on a non-consolidated basis, and the percentage of female managers was 4.3%. A look at Mazda’s global operations will reveal that Japan is an area where the Company faces particular issues with regard to providing opportunities for the empowerment of female employees. Accordingly, targets have been set for indicators related to this area in Japan to guide improvements. As the first step toward empowering female employees, the diversification of management is being pursued through the cultivation of female managers and female candidates for managerial positions. As a specific measure, Mazda formulates and implements individual development plans for female managerial candidates and also arranges career development training for female employees and their supervisors. In addition, the Company organizes forums for exchanges with women active in management outside of the Mazda Group.

Furthermore, targets have been set for the ratio of applicable male employees taking child-rearing leave (including post-childbirth paternity leave) in Japan to foster acceptance for diverse values.

Targets

- Number of female managers: 80 in FY March 2025, 100 in FY March 2026
- Ratio of applicable male employees taking child-rearing leave (including post-childbirth paternity leave): 60% in FY March 2025, 70% in FY March 2026

Achievements in FY March 2024

- Number of female managers of 71 (triple the level in FY March 2015)
- Rate of male employees taking child-rearing leave of 54.4%

• Support for Sexual Minorities

Mazda aspires to ensure that all employees are able to feel empowered and be themselves at work while exercising their talents, regardless of their sexual identity. To this end, the Rules for Eliminating Human Rights Violations have included provisions prohibiting discrimination against homosexual individuals since these rules were established in 2000. These provisions were reworded as part of a 2012 revision to prohibit discrimination based on sexual orientation. Later, in 2017, the provisions were expanded to include prohibition of discrimination based on gender identity. Furthermore, a 2020 revision to Mazda’s working regulations

changes the definition of “partner” to include not only spouses via marriage but also individuals of either the same or opposite sex in relationships deemed equivalent to marriage. This revision also guaranteed equal treatment to married individuals whether their marriage was legally registered or not. Going forward, Mazda will continue to advance initiatives for preventing harassment based on sexual orientation or gender identity.

In recognition of these efforts, Mazda received a rating of silver in the 2023 PRIDE INDEX,^{*2} which recognizes companies’ initiatives for supporting sexual minorities.

• Employment of People With Disabilities

Mazda continuously recruits those with disabilities. To ensure that each employee can deliver their best performance, the Company has established the Physical Challenge Support Desk,^{*1} which offers consultations on various matters to employees with disabilities to help provide them with a comfortable work environment. In addition, Mazda employs two certified sign-language interpreters to further ensure provision of information to people with hearing impairments (as of March 31, 2024). In FY March 2014, the Company was certified as an Ai Support Company/Organization by Hiroshima Prefecture under its Ai Support campaign.^{*3} Mazda participates in this campaign with the aim of helping realize a society where all people can live in harmony and in comfort, regardless of whether they are with or without disabilities. In FY March 2015, the Company registered itself with the “special support school employment support unit Hiroshima”^{*4} to carry out the internship program for students with cognitive disabilities as part of its collaboration with the local community to promote employment of people with disabilities. As a result of these initiatives, Mazda has seen an increasing number of employees with disabilities being recognized as Excellent Workers with Disabilities by the Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers.

*¹ These activities are only conducted at Mazda Motor Corporation.
*² The PRIDE INDEX is an index compiled by work with Pride with the goal of encouraging the development of comfortable workplace environments for sexual minorities. Ratings in this index are determined based on evaluations of five criteria: policy, representation, inspiration, development, and engagement/empowerment.
*³ “Ai” translates to “love” in English. The Ai Support campaign is intended to certify companies and organizations that recommend that their employees read the textbook “Let’s Learn about and Live with People with Special Needs” and to participate in Ai Supporter training programs.
*⁴ “Special support school employment support unit Hiroshima” is a program for promoting the employment of special school students through collaboration between local companies and Hiroshima Prefecture.

RESPECT FOR HUMAN RIGHTS

Mazda views human rights as fundamental to its corporate activities. The Company does not tolerate human rights violations of any kind in its corporate activities, both inside and outside the Company, including discrimination or harassment on the basis of race, nationality, faith, gender, social status, family origin, age, mental or physical disability, sexual orientation, or gender identity. Based on this policy, in August 2023 the Company established the Mazda Human Rights Policy. In formulating this policy, the Company prepared a draft through discussion with domestic and overseas Group companies, and this draft was reported to and approved by the Board of Directors. Going forward, Mazda will continue to pursue coordination and update this policy as necessary. It will also strive to spread awareness and understanding of the policy.

SYSTEMS FOR PROMOTING HUMAN RIGHTS

The Human Rights Committee, comprising executive officers and division general managers, deliberates on human rights activities. Based on decisions by the committee, the Human Resources Division promotes human rights protection activities and acts to resolve issues throughout the Group. At Mazda Motor Corporation, each division manager leads activities as a human rights promotion officer. Meanwhile, individuals assigned responsibility for human rights lead activities at each Mazda business location as well as at Group companies in Japan and overseas.

At Group companies in Japan, a network has been established to exchange opinions with the Company on a regular basis. Serious human rights violations identified through the network are reported to executive officers and other management-level members of Mazda Motor Corporation, providing a framework that enables the implementation of Groupwide solutions.

Moreover, twice a year, the Human Rights Committee conducts a global employee survey to check the progress of human rights protection activities in each region around the world and confirm whether there are any problems to be addressed or not. The results of the survey are communicated to relevant members of management and response measures are taken as needed.

In regard to suppliers, Mazda seeks to establish a supply chain in which suppliers are also required to fulfill their social responsibilities in the area of respect for human rights based on the Mazda Supplier Sustainability Guidelines.

Furthermore, the Company actively collaborates with local governments, companies, and other external organizations to implement human rights protection activities for local communities.

HUMAN RIGHTS COUNSELING BY DEDICATED COUNSELORS

Mazda has established a Human Rights Counseling Desk and a Female Employee Counseling Desk to appropriately respond to human rights consultations from employees, through providing advice and supporting early relief from human rights violations. For more than 10 years, the counseling desks have responded to consultations from sexual minority (LGBTQ+) employees and, working with workplaces, have continued to provide support. Mazda has set out regulations mandating strict confidentiality, guaranteeing immunity from reprisals, and ensuring that no disadvantage will accrue to employees who request consultations. Counseling is offered in various forms, such as face-to-face, by telephone, or by email.

Mazda promptly responds to consultations, with the goal of rapidly improving the work environment for the affected employee, while taking any necessary measures against the relevant violator based on factual inquiry. The Company also offers the necessary support to ensure respect for human rights throughout the entire workplace, through the abovementioned counseling desks. For example, these desks offer advice on work place culture improvement to the employee's supervisor, and provide counseling and advice for the employees and other persons concerned.

TOPIC

Human Rights Due Diligence Initiatives

In FY March 2024, Mazda began partnering with NPO and third-party organization Caux Round Table Japan to advance human rights due diligence initiatives and refine its corrective and remediation measures for responding to human rights issues in a manner that is matched to the value chain. Groupwide coordination is being practiced globally as part of these initiatives. In addition, Mazda is advancing phased human rights due diligence activities and corrective and remediation processes based on the United Nations Guiding Principles on Business and Human Rights and with emphasis placed on engagement with rights holders^{*1} to practice effective communication and build strong relationships. Mazda is thereby developing a human rights management system that incorporates members of senior management. Information on the progress of this process is disclosed as appropriate on Mazda's corporate website.

TRAINING AND EDUCATIONAL ACTIVITIES^{*2}

Mazda proactively and regularly provides awareness-raising activities and education on human rights, targeting all executive officers and employees. In March 2008, recognized for these initiatives and other human rights protection activities, Mazda became the first corporation in Japan to be awarded the Human Rights Merit Award by Japan's Ministry of Justice and the National Federation of Consultative Assemblies of Civil Liberties Commissioners.

Human Rights Training^{*2}

Mazda is engaged in the following human rights education activities.

- Collective training
- In-house awareness training for sexual minority issues
- Human rights mini-lectures and other information offered via the Company intranet

Senior Management's Message during Human Rights Week^{*2}

The Company's senior management sends all employees a message to acquaint them with the importance of respect for human rights every year during Human Rights Week, in connection with Human Rights Day on December 10.

Human Rights Meetings^{*2}

Mazda holds regular meetings (four times a year) at each workplace themed on familiar topics, helping employees to think for themselves about human rights and form their own insights.

^{*1} Engagement refers to the process of practicing direct communication with people whose human rights may be affected in order to build trust.

^{*2} These activities are only conducted at Mazda Motor Corporation.