

HUMAN RIGHTS

Basic Approach

Mazda respects for human rights as fundamental to its corporate activities. Mazda believes that a friendly, productive workplace in which employees respect the dignity and individuality of their coworkers is essential. Such a workplace harnesses the capabilities of its employees and is a source of great strength for the organization. With this in mind, Mazda adopted the Human Rights Declaration in November 2000. The declaration states that Mazda must never tolerate human rights violations of any kind, including discrimination or bullying on the basis of race, nationality, faith, gender, social status, family origin, age, mental or physical disability, sexual orientation, or gender identity. It also sets forth that Mazda is determined to eliminate human rights violations from business activities both inside and outside the Company.

Based on the notion that there is no end to human rights efforts, the Company continues its initiatives with the ultimate goal of zero problems.

Mazda recognizes that, from the perspective of human rights due diligence*1, a system and mechanism to grasp the activity status and to identify, report, correct and follow-up actual and potential negative impacts are required. The scope of human rights activities has been expanded to include domestic and overseas Group companies as well as suppliers, with the following efforts being conducted.

Rules / Guidelines

One of the five principles of behavior stipulated in the Mazda Corporate Ethics Code of Conduct is "to comply with laws and regulations, company rules, common sense and sound practice in international society." Mazda has striven to increase employee awareness of its fundamental approach to respect for human rights, by further clarifying Company policies and standards of behavior among employees, in the light of the basic principles of the United Nations Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights, and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

Specifically, Mazda established the Guidelines on Eliminating Sexual Harassment in 1999 and the Rules to Eliminate Human Rights Violations in 2000, prohibiting any activity that may infringe on an employee's human rights, and created a list of rules and guidelines to ensure a good working environment. In general, these rules and guidelines will be reviewed, with consideration to internal and external circumstances at the time, and if necessary, will be revised accordingly. The most recent revisions were made in compliance with the revised Equal Employment Opportunity Law for Men and Women and the revised Child Care and Family Care Leave Act, both of which came into effect in January 2017. Specifically, in 2017, Mazda revised the Rules to Eliminate Human Rights Violations and formulated the Guidelines to Eliminate Human Rights Violations.*2

In these rules and guidelines, the Company stipulates that inappropriate behavior regarding respect for the human rights of sexual minority or LGBT people, or pregnancy, childbirth, childcare or elderly care leave, constitutes harassment and violates Mazda working regulations. These revised rules and guidelines have been posted on the Company's Intranet, to make them known to everyone in Mazda.

Systems for Promoting Human Rights

The Human Rights Committee, comprising executive officers and division general managers, deliberates on human rights activities, and based on their decisions the Human Resources Office promotes human rights education activities and resolves issues throughout the Group. Each division manager leads the division's activities as the human rights promotion officer at Mazda Motor Corporation, while the person in charge of human rights leads activities at each Mazda business location as well as at Group companies in Japan and overseas. Exchanges of opinions among Group companies take place on a regular basis. Serious human rights violations within the Group are reported to Mazda Motor Corporation human resources officer or other senior executives, providing a framework that enables the implementation of Group-wide solutions. Once a year, the Global Employee survey is conducted to check the progress in human rights initiatives and confirm whether there is any problem to be addressed or not. The results of the survey are fed back to each management and improvement measures are taken as needed. As for 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 CSR Guidelines (see p. 120).

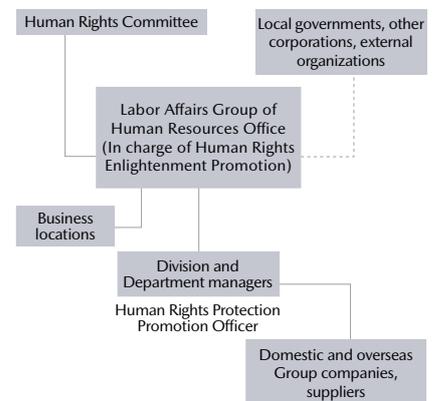
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a Human Rights Declaration (November 2000)

Mazda will strive to become the leading company in Japan for respecting human rights and for the ethical treatment of its employees.

b c

b Human Rights Promotion System



c Global Employee Survey (Positive Answer Percentage) (Consolidated)

| | FY March 2015 | FY March 2016 | FY March 2017 |
|--|---------------|---------------|---------------|
| I understand the company's basic philosophy and policy for human rights. | 66% | 68% | 72% |
| Company ensures human rights are properly protected. | 63% | 64% | 66% |

* The survey was not conducted in FY March 2018, due to the revision to the survey items.

*1 Due diligence is the comprehensive, proactive process to identify the actual and potential negative social, environmental and economic impacts of an organization's decisions and activities over the entire life cycle of a project or organizational activity, with the aim of avoiding or mitigating negative impacts (cited from ISO 26000).

*2 Renamed from the Guidelines on Eliminating Sexual Harassment established in 1999, after adding contents other than those regarding sexual harassment.

Activities at Group Companies in Japan and Overseas

In line with its "ONE MAZDA" concept, Mazda is committed to promoting human rights activities in its Group companies. Based on the Mazda Human Rights Declaration's basic principles and with reference to the Rules to Eliminate Human Rights Violations, the Guidelines to Eliminate Human Rights Violations, Mazda Group companies are maintaining a set of rules and guidelines that take into account the conditions in each country where they are applied. Through these efforts, the Company strives to protect human rights at all companies throughout the Group. There is also regular information exchange between human rights officers at Mazda Motor Corporation and each Group company. Depending on the circumstances of the particular company, Mazda Motor Corporation may also take steps such as providing training/education tools or dispatching instructors.

During FY March 2017, Mazda supported Group companies in establishing a system for human rights training, and provided materials of Mazda's Human Rights Meetings to Group companies.

In case problems arising at Group companies, Mazda accepts reports through the pertinent superiors, but in cases where this is difficult, accepts direct reporting from employees via the Human Rights Counseling Desk, the Female Employee Counseling Desk, the Mazda Global Hotline (see p. 117).

Human Rights Counseling by Dedicated Counselors

Mazda has established a Human Rights Counseling Desk and a Female Employee Counseling Desk to appropriately respond human rights consultations from employees, through providing advices and, supporting early relief from human rights violations. 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 e-mail. Mazda promptly responds to consultations, with the goal of rapidly improving the work environment for the affected employee, and offers the necessary support to ensure respect for human rights throughout the entire workplace, through the above-mentioned counseling desks. For example, these desks offer advice on workplace culture improvement to the employee's supervisor, and provide counseling and advice for the employees and other persons concerned. These counseling desks are managed by the Human Resources Office, and following set protocol, all received cases are followed up until they are resolved. To prevent similar cases from occurring, the counseling desks investigate all the facts through working in collaboration with related divisions/departments, in sufficient consideration to the intention of the employees who have requested consultations.

Initiatives to Eliminate Human Rights Violations

Mazda carries out various initiatives to eliminate human rights violations. In case a problem involving human rights violations occurs, the Company discloses the case on the intranet as an example of disciplinary action, and conducts educational and awareness raising activities in order to prevent a recurrence. Mazda records the results of handling these cases and manages in accordance with the stipulated procedure, and reports to the Human Rights Committee. These records are used to formulate more effective Companywide policies and to prevent the recurrence of similar problems. At the meeting of the Human Rights Committee held at the end of FY March 2018, members held discussions based on issues that had occurred in the same fiscal year, to decide the themes for FY March 2019 activities. The selected themes were "improving the quality of dialogue to secure honest communication while paying mutual respect" and "further promoting understanding of diversity of people, including sexual minorities."

Training and Educational Activities

To raise awareness of human rights, Mazda requires all executive officers and employees to consider human rights issues by participating in training programs and educational activities.

Mazda gauges the status of employees' human rights awareness based on the results of questions related to employee human rights included in the Global Employee Survey (see p. 90). These results are referred to during revisions of activities and improvement measures.

In March 2008, 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*1

■ Collective training

Mazda holds obligatory human rights training programs for employees when they newly join the Company and they are promoted in rank or position. The Company also holds event-based training such as human rights lectures for executive officers and senior managers. Moreover, The Company also holds training programs by department that are customized to each department in response to its specific needs.

In FY March 2017, Mazda started to organize training programs and lectures to promote understanding of sexual minority (LGBT) issues. (As of July 2017, executive officers, general managers of each division and independent department, as well as managers and supervisors of production sites, have taken these training programs.)

■ Human rights mini-lectures and other information offered via the in-house intranet Mazda conducted activities to raise human rights awareness by human rights mini-lectures through intranet, and e-learning programs and to ensure that all employees can share recognition regarding power harassment and sexual harassment.

President's Message During Human Rights Week*1

The Company president delivers to all employees a message on 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*1

Mazda held regular meetings (four times a year for plant workers, twice a year for office workers) at each workplace themed on familiar topics, allowing employees to develop awareness for human rights on a daily basis.

Other Human Rights Education Activities*1

Mazda distributes Human Rights Card upon hiring, and holding of Human Rights Slogan Competition, etc.

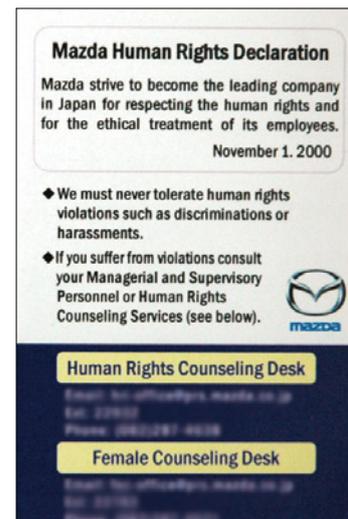
Collaborating with External Organizations and Contributing to Local Communities

Mazda actively collaborates with local governments, companies and other external organizations to implement human rights protection activities for local communities. Other efforts towards promoting respect for human rights include social contributions on a global basis, such as participating in human rights events in regional communities, exchanging opinions with human rights organizations, adopting measures against poverty, supporting an HIV/AIDS care facility, and supporting education for ethnic minority groups.*2

d Themes of Human Rights Mini-Lectures (Examples)

- Sexual diversity (LGBT)
- Power harassment
- Sexual harassment
- Various issues and challenges (regarding women, people with special needs, nationality/race, the elderly, [HIV-] infected persons, etc.)

e Human Rights Card



*1 Initiatives at Mazda Motor Corporation
 *2 <http://www.mazda.com/en/csr/social/>