

MAZDA CSR

Mazda will grow and develop together with society through the realization of its corporate vision.

While striving to meet the requests and expectations of all of Mazda's stakeholders, each employee pursues corporate social responsibility (CSR) initiatives in the course of their daily business activities.

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(Self-assessment key ○ : Accomplished, △ : Nearly accomplished, × : Not accomplished)

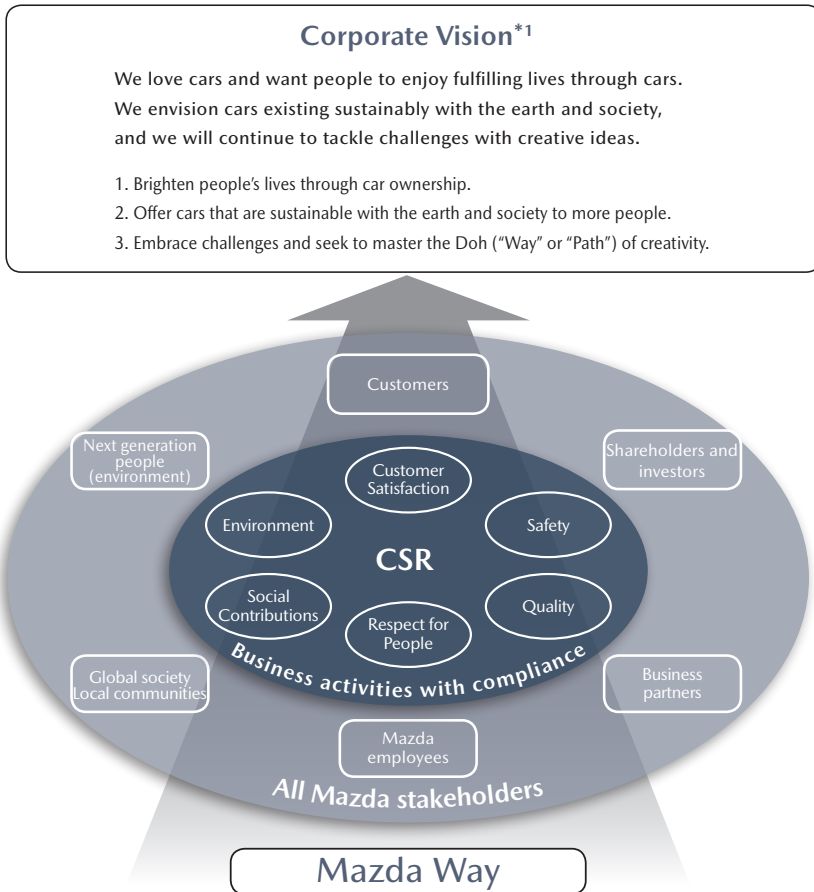
Items	FY March 2018 targets	FY March 2018 results	Self-assessment	FY March 2019 targets	ISO 26000 core subjects
CSR management	<ul style="list-style-type: none"> ① Continue to implement the PDCA (plan-do-check-act) process in addressing key CSR issues (materiality). ② Continue to secure coordination between related divisions to reinforce CSR initiatives on a global basis. ③ Continue raising CSR awareness, based on the results of the Global Employee Engagement Survey items regarding the employees' CSR awareness level. 	<ul style="list-style-type: none"> ① Discussed and undertook the methods of linking the key CSR issues, Sustainable Development Goals (SDGs) and business (the medium-term plan). ② Implemented CSR initiatives based on international CSR norms, and discussed how to utilize knowledge obtained by having signed the UN Global Compact. ③ Continued CSR awareness-raising activities as planned (continued monitoring employees' CSR awareness through the Global Employee Engagement Survey). 	○	<ul style="list-style-type: none"> ① Continue to implement the PDCA (plan-do-check-act) process in addressing key CSR issues (materiality). ② Continue to secure coordination between related divisions to reinforce CSR initiatives on a global basis, in line with international CSR norms. ③ Enhance the contents of activities to raise CSR awareness among employees, and develop a system to further expand opportunities for such activities. 	6.2 Organizational governance
Stakeholder engagement	Continue and strengthen stakeholder engagement.	Executed stakeholder engagement initiatives in various forms, as planned.	○	Continue and strengthen stakeholder engagement.	6.2 Organizational governance

CSR MANAGEMENT

Basic Approach

Mazda aims to achieve its Corporate Vision through the actions of each individual, based on the Mazda Way (see p. 88). While striving to meet the requests and expectations of all of Mazda's stakeholders, each employee pursues CSR initiatives in the course of their daily business activities, in order to achieve the sustainable development of both society and the Company itself.

Sustainable Development of Society and the Company



Areas of CSR Initiatives

Referencing the Charter of Corporate Behavior issued by the Japan Business Federation (Nippon Keidanren)^{*2}, etc., Mazda classifies and evaluates its CSR initiatives. The areas of CSR initiatives are periodically reviewed and revised in the light of issues in the business activities of the automotive industry and Mazda, as well as social issues to which stakeholders attach particular importance. The most recent review was made in July 2016, by which the Company defined the following as the key areas of its CSR initiatives: Customer Satisfaction, Quality, Safety, Environment, Respect for People, and Social Contributions.

Customer Satisfaction	Providing a Mazda brand experience that exceeds customer expectations ● Commitment to customers ● Sales and customer service, etc.
Quality	Offering products and services that please our customers ● Establishing stable product quality ● Achieving quality that exceeds customer expectations ● Cultivating human resources capable of thinking and acting for the happiness of customers
Safety	Promoting safety initiatives to achieve a safe and accident-free automotive society ● Safety initiatives based on the three viewpoints; vehicles, people, and roads and infrastructure
Environment	Reducing environmental impact throughout the entire vehicle life cycle ● Environmental management, efforts regarding product and technology development, efforts regarding manufacturing and logistics, recycling, biodiversity, communication, etc.
Respect for People	Developing human resources, who are the foundations of the Company and society, and respecting for human rights ● Initiatives with employees (including occupational safety and health) ● Respect for human rights, etc.
Social Contributions	Contributing to local communities as a good corporate citizen ● Activities based on the three pillars (environment and safety performance, human resources development, and community contributions), etc.

^{*1} Mazda revised its Corporate Vision in April 2015, with the following objectives, aiming to be recognized as a corporate group gaining sincere trust of its stakeholders.
 • Clarify the attributes of the Mazda brand, and make concerted efforts across the Mazda Group to realize the Corporate Vision.
 • Promote the Group-wide dialogue process to share, understand and agree the goal of the Corporate Vision through the continuous thorough discussions.
 • Closely link the Corporate Vision to our daily business activities.

^{*2} Mazda actively supports the Charter of Corporate Behavior issued by the Japan Business Federation (Nippon Keidanren).

CSR Promotion Organization

a b

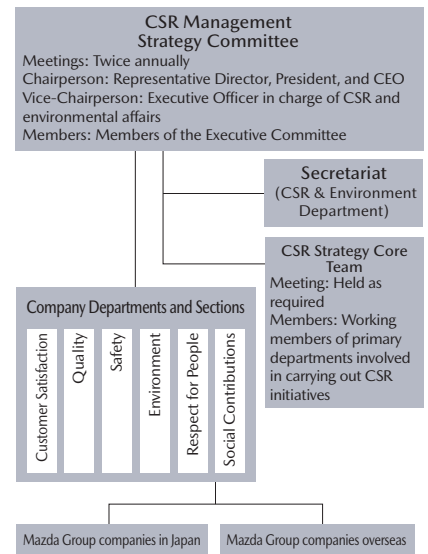
Each department carries out its operations based on goals and plans formulated with an understanding of the policies and guidelines determined by the CSR Management Strategy Committee, which the president chairs, and in cooperation with other Group companies. From FY 2016, the Board of Directors holds discussions on issues concerning sustainability.

CSR Management Strategy Committee

Deliberate the CSR activities that are expected of Mazda from a global perspective, in consideration of changes in social environment.

- Establishment of CSR targets and follow-up of the progress in CSR efforts (see pp. 22–24)
- Performance evaluation of the mid-term environmental plan (Mazda Green Plan) (see pp. 57–60)
- Reviewing and identifying key CSR issues (materiality) (see p. 20)
- The present status of social needs and trends regarding CSR and the results of external evaluations of CSR initiatives

a CSR Promotion Organization



b History of the CSR Structure

FY March 2005	<ul style="list-style-type: none"> • Began company-wide CSR initiatives • CSR Committee established
FY March 2008	<ul style="list-style-type: none"> • Mazda evaluates its CSR initiatives in the six areas referencing the Charter of Corporate Behavior issued by the Japan Business Federation (Nippon Keidanren), etc. • CSR Promotion Department established as a permanent structure
FY March 2009	<ul style="list-style-type: none"> • Integrated CSR initiatives and management • Reinforced global perspective • CSR Committee reorganized as the CSR Management Strategy Committee
FY March 2010	<ul style="list-style-type: none"> • Promoted initiatives both globally and across departments • CSR & Environment Department established as a permanent structure • Former CSR Promotion Department reorganized as a supervising compliance body and renamed as the Compliance Administration Department
FY March 2013	<ul style="list-style-type: none"> • CSR Targets established • Started to implement the PDCA cycle to promote CSR initiatives based on ISO 26000 • Compliance supervision functions transferred to the Office of General & Legal Affairs
FY March 2014	<ul style="list-style-type: none"> • Started study to review and identify key CSR issues (materiality)
FY March 2015 - FY March 2016	<ul style="list-style-type: none"> • Disclosed the process of reviewing and identifying materiality • Continued to conduct interviews with interested parties in the Company and with external experts and specialists
FY March 2017	<ul style="list-style-type: none"> • Disclosed the results of the materiality review, and the items that were identified • Reviewed the areas of CSR initiatives
FY March 2018	<ul style="list-style-type: none"> • Continued the process of reviewing and identifying materiality

TOPICS Mazda Signs United Nations Global Compact

In January 2018, Mazda signed the United Nations Global Compact, thereby becoming a member of the Global Compact Network Japan (GCNJ) comprising signatory organizations in Japan. The UN Global Compact is a voluntary effort by corporations and organizations to be good corporate citizens by exercising responsible, creative leadership and to build a global framework for sustainable growth. More than 12,000 corporations and organizations in approximately 160 countries worldwide are participants or signatories to the compact. Mazda will continue working to uphold the ten principles of the UN Global Compact.



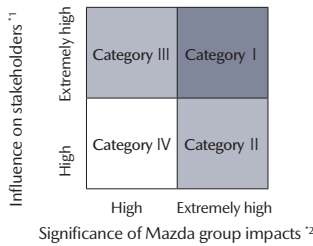
Mazda website: <http://www2.mazda.com/en/publicity/release/2018/201801/180131a.pdf>
 UN Global Compact Network Japan website (Japanese only): <http://www.ungcnj.org/>
 UN Global Compact website: <https://www.unglobalcompact.org/>

Review of Key CSR Issues (Materiality)

Mazda has been implementing a four-phase process (Step 1–Step 4) to extract the social issues that the Company should address, so as to identify the key CSR issues (materiality). In identifying materiality, Mazda reflects the external opinions of experts and various other stakeholders, while taking into account opinions both from management and the relevant divisions. During the materiality identifying process, Mazda has also referenced the Sustainable Development Goals (SDGs)*¹ adopted by the United Nations. In the future, Mazda will continue to review materiality, while further clarifying the relationship between SDG-related issues and key CSR issues.

*1 Announced in September 2015. SDGs call on United Nations member nations to mobilize efforts to achieve sustainable development, by accomplishing such targets as ending poverty and hunger, ensuring access to affordable and clean energy, combating climate change, and promoting peaceful and inclusive societies between 2015 and 2030. SDGs comprise 17 goals with 169 targets.

Mazda Group's Key CSR Issues (Materiality) (as of August 2018)



*1 Expectation to Mazda group and automotive industry
*2 Risk and opportunity for Mazda group

C Materiality Review Process

[Step 1] Extraction of social issues
Extract aspects of greatest importance from the following perspectives, and clarify the scope of expected impact (boundary) of each aspect.

- Social issues in the business activities of the automotive industry and Mazda
- Social issues to which stakeholders attach particular importance or that have substantive influence when stakeholders evaluate Mazda

[Step 2] Prioritization
Evaluate the importance of the social issues extracted in Step 1, grade them and show the graded scores by mapping according to the following two axes, so as to identify the aspects with greatest importance (the status was reported to CSR Management Strategy Committee.)

- Horizontal axis: Significance of Mazda group impacts (graded by Mazda's relevant divisions, from such viewpoints as the possibilities for existing risks and opportunities at Mazda, and the significance of their impact)
- Vertical axis: Influence on stakeholders (graded by external experts and institutional investors, from such viewpoints as the relationship with the business activities of the automotive industry and Mazda, and of the possibilities for having impact)

[Step 3] Validation
Reconfirm the validation of the boundaries of aspects identified in Step 2 based on the business plan, etc. The CSR Management Strategy Committee approved the validation.

[Step 4] Disclosure of identification results and development of the PDCA cycle
Disclose the materiality aspects identified in Steps 1-3 and the management reporting results for the first time in the Mazda Sustainability Report 2016. Continuously collect the opinions of stakeholders inside and outside the Company and carry out periodic reviews, so as to develop the PDCA (plan-do-check-act) process.

Category	Items ^{*3}	Outline	Related item(s) in Mazda Sustainability Report 2018 [In-Depth Version]	Target	Scope of Impact	
I	Economic	Indirect Economic Impacts	• Indirect economic impact and the degree of contribution in the country/region where Mazda conducts business	• Top Message ^{*4}	See Securities Report ⁴	Inside and outside the organization
	Environmental	Energy	• Impact of energy use throughout the value chain on the entire society	• Environment (energy / global warming)	See Mazda Green Plan 2020 (p. 59)	Inside and outside the organization
	Environmental	Water Source in Community	• Impact of water use on the entire society by water source	• Environment (cleaner emissions, resource recycling, biodiversity)	See Mazda Green Plan 2020 (p. 59)	Inside and outside the organization
	Environmental	Emissions	• Impact of greenhouse gases (such as CO ₂) and NOx on the atmosphere	• Environment (energy / global warming, cleaner emissions)	See Mazda Green Plan 2020 (pp. P59-60)	Inside and outside the organization
	Environmental	Effluents and Waste	• Impact of factory waste/wastewater on ecosystems and on the entire society	• Environment (cleaner emissions)	See Mazda Green Plan 2020 (pp. P59-60)	Inside and outside the organization
	Environmental	Products and Services from Environmental Aspect	• Environmental impact when a product is in use, and impact of waste from end-of-life vehicles	• Environment (efforts regarding product and technology development)	See Mazda Green Plan 2020 (pp. P59-60)	Inside and outside the organization
	Labor practices	Occupational Health and Safety	• Health and safety of employees, etc., and impact on their health	• Respect for People (initiatives with employees)	See CSR Targets (p.23)	Inside the organization
	Labor practices	Diversity and Equal Opportunity	• Providing an opportunity and working environment where a diverse range of employees can succeed, regardless of race, gender, age, religion, etc.	• Respect for People (initiatives with employees)	See CSR Targets (p.22)	Inside the organization
	Consumer issues	Customer Health and Safety	• Providing vehicles that customers can use safely	• Quality (in general) • Safety (in general)	See CSR Targets (p.22)	Inside and outside the organization
II	Economic	Economic Performance	• Stable distribution of generated profits • Risks and opportunities brought by climate change and changes in external environments, such as social conditions	• Respect for People / Social Contributions / Management ^{*3}		
	Environmental	Transport	• Significant environmental impacts of transporting products and purchased materials, and of transporting members of the workforce	• Environment (efforts regarding manufacturing and logistics)		
	Labor practices	Employment	• Providing employment opportunities (stably securing human resources with diverse qualities, and promoting a life-work balance)	• Respect for People (initiatives with employees)		
	Labor practices	Training and Education	• Human resources development by improving training programs and establishing career development programs	• Respect for People (initiatives with employees)		
	Economic	Market Presence	• Appointing personnel coming from countries/regions where the Company's business sites are located, as managers and above	• Respect for People (initiatives with employees)		
	Environmental	Materials	• Promoting effective use of raw materials and recycling (reducing the level of dependence on natural resources)	• Environment (resource recycling)		
III	Environmental	Supplier Environmental Assessment	• Environmental impact assessment in the supply chain	• Environment (environmental management) • Management (supply chain)		
	Labor practices	Supplier Assessment for Labor Practices	• Working environment assessment in the supply chain	• Management (supply chain)		
	Social	Social Community	• Understanding the impact of conducting business on the country/region, and taking relevant measures	• Top Message • Social Contributions (in general)		
	Social	Supplier Assessment for Impacts on Society	• Compliance evaluation in the supply chain	• Management (Supply chain)		
	Consumer issues	Product and Service Labeling	• Product labeling that enables customers to select a vehicle to purchase based on correct information	• Customer Satisfaction (in general)		
	Consumer issues	Compliance of Product Area	• Compliance with regulations and rules in vehicle development / manufacturing / sales / after-sales service	• Management (compliance)		
	Economic	Purchasing practices	• Transactions with suppliers in countries/regions where production sites are located	• Management (supply chain)		
IV	Environmental	Compliance of environmental area	• Compliance with environment-related regulations and rules	• Environment (environmental management) • Management (compliance)		
	Labor practices	Labor/Management Relations	• Labor-management dialogue held in a timely and appropriate manner	• Respect for People (initiatives with employees)		
	Labor practices	Equal Remuneration for Women and Men	• Closing wage disparity between men and women	• Respect for People (in general)		
	Human rights	Forced or Compulsory Labor	• Preventing and eliminating all forms of forced or compulsory labor	• Respect for People (human rights)		
	Human rights	Assessment	• Evaluation of human rights protection	• Respect for People (human rights)		
	Social	Anti-corruption	• Preventing bribery, money laundering, abuse of power, etc.	• Management (compliance)		
	Social	Compliance of social area	• Compliance with regulations and rules in areas other than those related to the environment and products	• Management (compliance)		
	Consumer issues	Marketing Communications	• Publicity and advertisement that enable customers to select a vehicle to purchase, based on correct information	• Customer Satisfaction (in general)		
	Consumer issues	Customer Privacy	• Protection of customer privacy (personal information, etc.)	• Management (risk management)		

*3 The item in each category is listed in G4 guidelines order.

*4 Financial materials (described in the Security Report and other documents)

Promoting Initiatives Based on the SDGs

The Mazda Group pushes forward with various initiatives to contribute to the achievement of the Sustainable Development Goals (SDGs),^{*1} adopted by the United Nations. In FY March 2018, the CSR Management Strategy Committee enhanced SDG-related information available to the Company's management, and employees' awareness of SDGs was raised through training by level. Mazda's activities that are instrumental in realizing the 17 goals of the SDGs are presented in each section of this Sustainability Report 2018 [In-Depth Version] (see the following table).

17 Goals of the SDGs		Related Items in Mazda Sustainability Report 2018 [In-Depth Version]
Goal 1. 	End poverty in all its forms everywhere	<ul style="list-style-type: none"> Respect for People (initiatives with employees) Management (supply chain)
Goal 2. 	End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	<ul style="list-style-type: none"> Social Contributions (in general)
Goal 3. 	Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> Quality (in general) Safety (in general) Environment (cleaner emissions)
Goal 4. 	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<ul style="list-style-type: none"> Respect for People (initiatives with employees)
Goal 5. 	Achieve gender equality and empower all women and girls	<ul style="list-style-type: none"> Respect for People (initiatives with employees) Management (supply chain)
Goal 6. 	Ensure availability and sustainable management of water and sanitation for all	<ul style="list-style-type: none"> Environment (cleaner emissions, resource recycling)
Goal 7. 	Ensure access to affordable, reliable, sustainable and modern energy for all	<ul style="list-style-type: none"> Environment (energy / global warming) Innovation (in general)
Goal 8. 	Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all	<ul style="list-style-type: none"> Environment (in general) Respect for People (initiatives with employees) Management (supply chain)
Goal 9. 	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation	<ul style="list-style-type: none"> Innovation (in general)
Goal 10. 	Reduce inequality within and among countries	<ul style="list-style-type: none"> Respect for People (initiatives with employees)
Goal 11. 	Make cities and human settlements inclusive, safe, resilient and sustainable	<ul style="list-style-type: none"> Customer Satisfaction (products)
Goal 12. 	Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> Customer Satisfaction (products) Quality (in general) Environment (in general)
Goal 13. 	Take urgent action to combat climate change and its impacts	<ul style="list-style-type: none"> Environment (energy / measures against global warming, environmental communication)
Goal 14. 	Conserve and sustainably use the oceans, seas and marine resources for sustainable development	<ul style="list-style-type: none"> Environment (cleaner emissions, resource recycling, biodiversity)
Goal 15. 	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	<ul style="list-style-type: none"> Environment (biodiversity)
Goal 16. 	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	<ul style="list-style-type: none"> Mazda CSR (stakeholder engagement) Management (compliance)
Goal 17. 	Strengthen the means of implementation and revitalize the global partnership for sustainable development	<ul style="list-style-type: none"> Mazda CSR (CSR management)

Development of PDCA Cycle in Line with CSR Targets

Mazda has established its CSR targets for each year starting in FY March 2014. In establishing these targets, CSR initiatives are reaffirmed in reference to the seven core subjects of the ISO 26000 social responsibility guidelines, and each division envisions the ideals that Mazda aims to achieve in the future, and summarizes them in these targets.

The results for FY March 2018 as well as the targets for FY March 2019, which were established taking into account the process of identifying materiality, were approved by the CSR Management Strategy Committee. Mazda will continue to implement the PDCA (plan-do-check-act) process, so as to carry out CSR management in line with global standards.

^{*1} Announced in September 2015. SDGs call on United Nations member nations to mobilize efforts to achieve sustainable development, by accomplishing such targets as ending poverty and hunger, ensuring access to affordable and clean energy, combating climate change, and promoting peaceful and inclusive societies between 2015 and 2030. SDGs comprise 17 goals with 169 targets.

CSR Targets for FY March 2019

(Self-assessment key ○ : Accomplished, △ : Nearly accomplished, × : Not accomplished)

Sustainability Report Contents/Items	FY March 2018 targets	FY March 2018 results	Self-assessment	FY March 2019 targets	ISO 26000 core subjects
Mazda CSR (see pp. 17-28)	CSR management	<ul style="list-style-type: none"> ① Discussed and undertook the methods of linking the key CSR issues, Sustainable Development Goals (SDGs) and business (the medium-term plan). ② Implemented CSR initiatives based on international CSR norms, and discussed how to utilize knowledge obtained by having signed the UN Global Compact. ③ Continued CSR awareness-raising activities as planned (continued monitoring employees' CSR awareness through the Global Employee Engagement Survey). 	○	<ul style="list-style-type: none"> ① Continue to implement the PDCA (plan-do-check-act) process in addressing key CSR issues (materiality). ② Continue to secure coordination between related divisions to reinforce CSR initiatives on a global basis. ③ Enhance the contents of activities to raise CSR awareness among employees, and develop a system to further expand opportunities for such activities. 	6.2 Organizational governance
	Stakeholder engagement	Executed stakeholder engagement initiatives in various forms, as planned.	○	Continue to strengthen stakeholder engagement.	6.2 Organizational governance
Customer Satisfaction (see pp. 29-36)	Sales and services	<ul style="list-style-type: none"> • Strengthened efforts to increase awareness of customer value among staff on the sales floor, through activities to communicate the value that Mazda offers to society, to enable the staff to offer their smiles to customers. • Reinforced measures to impart the value offered by Mazda directly to customers (e.g., by holding a fan event at the Okayama International Circuit). 	○	Sell products and offer services to provide a value realizing a circle of smiles for keeping on growing through a life with Mazda, which makes you feel you always "want to continue choosing" Mazda.	6.7 Consumer issues
	Products	<ul style="list-style-type: none"> • Evolved the attributes of the Mazda brand in line with the principles of "Sustainable Zoom-Zoom" in CX-8, and introduced the model into the market. 	○	<ul style="list-style-type: none"> • Develop next-generation products that further evolve the following attributes of the Mazda brand, in line with the principles of "Sustainable Zoom-Zoom." <ul style="list-style-type: none"> • Driving pleasure as well as outstanding environmental and safety performance. • Jinba-Ittai (oneness between car and driver) driving performance that appeals to all five senses and increases the driving pleasure each time the driver gets behind the wheel. • Insightful, thoroughly thought-out functionality. • An unrivaled design direction full of raw energy, honed by the precision of Japanese aesthetics. 	6.7 Consumer issues
Quality (see pp. 37-43)	Establish a quality assurance system that covers production sites in Japan and overseas, ports and dealerships, to globally enable delivery of products of equal quality.	Introduced a vehicle evaluation (MQIC) system, in which quality comparison and improvement can be made using the same standards on a global basis. Completed the introduction of the system at all the production sites (9 sites), thereby making an improvement in quality at factory shipment. The system is being integrated into the logistics processes, which encompass overseas ports in Europe, North America, etc.	○	Establish a quality assurance system that covers production sites in Japan and overseas, ports and dealerships, to globally enable delivery of products of equal quality.	6.7 Consumer issues
Safety (see pp. 44-53)	<ul style="list-style-type: none"> ① Further evolve, and expand the introduction of, i-ACTIVSENSE, which is a series of advanced safety technologies developed in line with Mazda Proactive Safety, the Company's safety philosophy. ② Obtain high ratings in the new car assessment programs (NCAPs) of respective countries. 	<ul style="list-style-type: none"> ① Expanded the introduction of i-ACTIVSENSE in the Japanese market. For all the vehicle types and models, excluding the Roadster (MX-5 overseas), the technologies that qualify for the "Wide" Supporcar S (Safety Support Car S) category were applied as standard equipment. Specifically, six technologies qualifying for the "Wide" Supporcar S category were made standard equipment for all the vehicle types and models other than the Roadster (MX-5 overseas). Other i-ACTIVSENSE features that have become standard are Blind Spot Monitoring (BSM), which supports drivers in confirming safety when changing lanes, and Rear Cross Traffic Alert (RCTA), which helps drivers confirm safety when backing out of a parking space or garage. ② Obtained the highest ratings in the new car assessment programs (NCAPs) of each country as follows: <ul style="list-style-type: none"> • J-NCAP collision safety performance evaluations: CX-5 and CX-8 obtained "5☆," the highest rating. • J-NCAP Advanced Safety Vehicle (ASV) Technology Assessment: CX-5 and CX-8 obtained "ASV+," the highest rating. • Euro-NCAP safety performance evaluations: CX-5 obtained "5☆," the highest rating. • US-NCAP collision safety performance evaluations: CX-5 obtained "5☆," the highest rating. 	○	<ul style="list-style-type: none"> ① Further evolve, and expand the introduction of, i-ACTIVSENSE, which is a series of advanced safety technologies developed in line with Mazda Proactive Safety, the Company's safety philosophy. ② Obtain high ratings in the new car assessment programs (NCAPs) of respective countries. 	6.7 Consumer issues
Environment (see pp. 54-86)	<ul style="list-style-type: none"> Energy-and-global-warming-related issues Promoting resource recycling Cleaner emissions Environmental management 	(See Mazda Green Plan 2020) (see pp. 57-60)			6.5 The environment
Respect for People (see pp. 87-102)	Continue to respect the diversity of employees. <ul style="list-style-type: none"> ① Continue and evolve training and effective development of top management in each region. ② Steadily implement plans for training female managers, toward achieving the target number of female managers.*1 ③ Continue to achieve the legally required percentage of employees with special needs (2.0%) and promote employment of intellectually challenged people.*1 	<ul style="list-style-type: none"> ① Held meetings (twice a year) aimed to formulate a plan for developing successors of top management of Group companies, and implemented collective training and project work for successor candidates. ② Specified highly promising female candidates at the assistant manager level for management positions in the future, and drew up individual development plans for them. Progress is continuously followed up by each division and the Personal Development Committee 2 (PDC2). (Number of female middle managers: 42; percentage of female managers [middle management and above]: 2.9%)*1 ③ Increased the percentage of employees with special needs to 2.1%, and employed 13 intellectually challenged people.*1 	○	<ul style="list-style-type: none"> Continue to respect the diversity of employees. ① Continue and evolve training and effective development of top management in each region. ② Steadily implement plans for training female managers, toward achieving the target number of female managers.*1 ③ Promote employment of people with special needs, encourage employment of intellectually challenged people and expand their opportunities, toward achieving the legally required percentage of employees with special needs (which was raised to 2.2%).*1 	6.3 Human rights

*1 Initiatives at Mazda Motor Corporation (FY March 2018 results, and FY March 2019 targets).

(Self-assessment key ○ : Accomplished, △ : Nearly accomplished, × : Not accomplished)

Sustainability Report Contents/Items	FY March 2018 targets	FY March 2018 results	Self-assessment	FY March 2019 targets	ISO 26000 core subjects	
Respect for People (see pp. 87-102)	Human resource development	Strengthen initiatives to promote understanding of brand value management and its practice, and check the progress of these initiatives.	<ul style="list-style-type: none"> Held the 1st session of MBLD#14 themed on the implementation of brand value management practices in December, and subsequently held the 2nd and 3rd sessions. Established the Hiroshima Cross-Industrial Co-creation Seminar, bringing together people from diverse industries working at Hiroshima-based companies and organizations (industry, academia and government). Participating employees were given opportunities to understand the importance of strengthening bonds with customers and to conduct practical activities. They were also given chances to improve their loyalty to the Company.*1 	○	Strengthen initiatives to promote understanding of brand value management and its practice, and check the progress of these initiatives. ① Hold the MBLD#15 session themed on the implementation of brand value management practices. ② Start training for managers themed on what they should implement, to achieve dual goals—jobs (tasks) that lead to providing value to customers, and the improvement in the level of members' job satisfaction.*1	6.4 Labor practices
	Work-life balance	Improve the quality of various measures for further implementation of work-life balance.*1	<ul style="list-style-type: none"> To increase business competitiveness, worked to realize flexible working styles, and improve the environment/measures to enable individual employees to work enjoyably (e.g., by making revisions to the vacation regulations, the flextime working system, business travel regulations, the work-at-home system).*1 The minimum number of paid vacation days taken a year (11 or more days) was achieved by almost all employees.*1 Increased both the rate and the average number of paid vacations: to 88%, up 2% from the previous year, to 16.9, up 0.4 days from the previous year.*1 	○	Improve the quality of various measures for further implementation of work-life balance*1	6.4 Labor practices
	Occupational safety and health	Promote activities based on the Safety and Health Management System. ① Continue risk assessment and improvement activities based on the assessment results.*1 ② Continue system auditing and share best practices with the related divisions.*1 ③ Achieve Japan's lowest-level workplace accident occurrence ratio, and consolidate the results of workplace accident occurrence surveys of Group companies on a global basis.	<ul style="list-style-type: none"> ① Surveyed/identified dangerous or hazardous factors and then conducted activities to remove/reduce these factors, resulting in a 62% reduction in high-risk factors.*1 ② Conducted system auditing in all the targeted divisions, and shared the auditing results (improvements and best practices) with related divisions. ③ Total injury frequency rate*: 0.42 (increased by 0.09 points from 2016, and ranked 7th among 14 JAMA companies). Consolidated the results of workplace accident occurrence surveys of Group companies (production sites). 	①○ ②○ ③△	Promote activities based on the Safety and Health Management System. ① Continue to conduct risk assessment and improvement activities based on the assessment results.*1 ② Continue system auditing and share best practices with the related divisions.*1 ③ Achieve Japan's lowest-level workplace accident occurrence ratio, and consolidate the results of workplace accident occurrence surveys of Group companies on a global basis.	6.4 Labor practices
	Industrial relations	Maintain sound labor relations in each region on a global basis, based on the legislation, culture, and labor practices in respective countries.	Maintained and improved sound labor relations through mutual communication between labor and management in Mazda Motor Corporation and in each region (resulting in no collective labor disputes).	○	Maintain and improve sound labor relations through mutual respect and communication between labor and management at Mazda Motor Corporation and in each region.	6.4 Labor practices
	Respect for human rights	① Continue to support international initiatives, including the Universal Declaration of Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. ② Encourage all divisions across the Company, Group companies and suppliers to use materials and manuals of Mazda's human rights awareness raising activities, for human rights meetings and training by level,*3 including the programs to understand LGBT issues.	<ul style="list-style-type: none"> ① Continued to clarify support for both declarations, in the Mazda Sustainability Report 2017. Continued efforts to realize the principles of the UN Global Compact, such as human rights protection. ② Executed the following activities as scheduled, to raise awareness of human rights*1: <ul style="list-style-type: none"> Held human rights lectures using an external program, for management twice (themes: "Discrimination Cases That Occurred in Succession and Their Background" and "Social Rehabilitation from Intractable Diseases.") Held on-site training lectures at a greater number of venues, including the entire Hiroshima Plant and Group companies. Augmented and held a training program for managers aimed at improving their interpersonal skills. As part of LGBT-related initiatives, held a human rights lecture at the Company (for middle management, in July), held training by level and human rights meetings, and encouraged Group companies to use materials and manuals designed for Mazda's human rights awareness raising activities. 	○	① Continue to support international initiatives, including the Universal Declaration of Human Rights, the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and the UN Global Compact. ② Encourage all divisions across the Company, Group companies and suppliers to use materials and manuals of Mazda's human rights awareness raising activities, for human rights meetings and training by level,*3 including programs to understand LGBT issues.	6.3 Human rights
	Due diligence	Continue surveys and follow-up of the status of human rights initiatives throughout the value chain.	<ul style="list-style-type: none"> Promoted human rights initiatives throughout the value chain, recognized the status of these initiatives, and conducted surveys of these initiatives, as planned. Applied Mazda materials for human rights meetings to Group companies, dealerships, and parts sales companies in Japan. Provided advance guidance to employees dispatched to overseas Group companies on local cultures and customs. Checked the expressions used to disseminate information inside and outside the Company for human rights infringements. Responded to consultation requests from collaborating companies submitted to the Human Rights Counseling Desk. Conducted a questionnaire survey and hearing of local suppliers, regarding the way the Human Rights Counseling Desk was being managed. Also, presented the management method of the Mazda Global Hotline to local suppliers. 	○	Continue surveys and follow-up of the status of human rights initiatives throughout the value chain.	6.3 Human rights
	Corporate citizenship activities	① Implement programs based on Mazda's basic policy on initiatives and each region's local community contribution policy. ② Continue to implement the PDCA cycle (to make efforts to resolve social issues) based on the program effect evaluation index (the Mazda Social Contribution Prize).	<ul style="list-style-type: none"> ① Continued or newly launched more than 500 activities. ② Continued to implement the PDCA (plan-do-check-act) cycle. 	○	① Implement programs based on Mazda's basic policy on initiatives and each region's local community contribution policy. ② Continue to implement the PDCA cycle (to make efforts to resolve social issues) based on the program effect evaluation index (the Mazda Social Contribution Prize).	6.8 Community involvement and development
Social Contributions (see pp. 103-107)	Disclosure of results regarding community involvement and development	Continue active disclosure of social contribution activities.	Presented around 100 activities in the Sustainability Report and 26 items in the Social Contribution Report, and posted relevant information on SNS sites, etc.	○	Further promote active disclosure of social contribution activities.	6.8 Community involvement and development

*1 Initiatives at Mazda Motor Corporation (FY March 2018 results, and FY March 2019 targets).

*2 Results between January and December 2017. Accident frequency, measured as the number of casualties per million person-hours worked.

*3 Training programs for new recruits, mid-career hires, new band 5 (assistant manager level) and newly appointed managers.

(Self-assessment key ○ : Accomplished, △ : Nearly accomplished, × : Not accomplished)

Sustainability Report Contents/Items	FY March 2018 targets	FY March 2018 results	Self-assessment	FY March 2019 targets	ISO 26000 core subjects	
Management (see pp. 108-119)	Corporate governance	Continuously improve and strengthen corporate governance measures, in light of the purport and spirit of the Corporate Governance Code.*1	<ul style="list-style-type: none"> Held advisory committee member meetings chaired by an outside director, to discuss the remuneration system for directors and executive officers, as well as the process for their appointment in this fiscal year. Evaluated the board's effectiveness to confirm that the improvement measures taken based on the previous year's evaluation results were working effectively. Also, disclosed the outline of the evaluation results via the Corporate Governance Report. In light of the matters pointed out in the evaluation of the board's effectiveness, provided a more substantial explanation on important matters, such as the medium-and long-term business strategies, to outside directors in advance of the board meetings. Improved the ways of information disclosure regarding notices of the general meetings of shareholders, by using visual media and enhancing explanations. 	○	Continuously improve and strengthen corporate governance measures, in light of the purport and spirit of the Corporate Governance Code.*1	6.2 Organizational governance
	Risk management	Identify various internal and external risks and continue activities to minimize such risks. <ol style="list-style-type: none"> Improve the level of development of the risk management systems of Mazda and its Group companies, and have these systems checked and evaluated by the Risk Compliance Committee. Continue risk management activities based on the action plans in preparation for earthquakes and tsunamis. Update and enrich data for the supply chain management system. 	<ol style="list-style-type: none"> Further visualized the risks at Mazda and its Group companies, and strengthened risk management activities there, based on the mid-term action plan (for FY March 2018-2020) that was formulated at the Risk Compliance Committee meeting in FY March 2017. Based on the results of measures to cope with risks identified by each division, established common priority issues to be addressed by the Mazda Group and took countermeasures. Revised the Risk Management Regulations so as to clearly state the necessary matters to promote continuous activities through cooperation among Mazda and its Group companies, and made the revision known to all parties. Conducted risk management activities based on the action plans in preparation for earthquakes and tsunamis. Created the procedures for stockpile management and distributed the procedures to self-disaster-defense teams. Introduced a safety confirmation system on a trial basis. Continued to operate the SCR keeper, a supply chain risk management system. Updated supplier information, so as to help understand the possible impact in the event of disaster.	○	Identify various internal and external risks and continue activities to minimize such risks. <ol style="list-style-type: none"> Improve the level of development of the risk management systems of Mazda and its Group companies, and have these systems checked and evaluated by the Risk Compliance Committee. Continue risk management activities based on the action plans in preparation for earthquakes and tsunamis. Update and enrich data for the supply chain system, and expand its application 	6.2 Organizational governance
	Information management	<ol style="list-style-type: none"> Ensure information management through continuous awareness-raising activities. Promote and strengthen information security measures.*2 	<ol style="list-style-type: none"> Implemented an e-learning program entitled "Basic Rules for Handling Personal Information." Revised the relevant regulations and procedures, in accordance with the revision to the Act on the Protection of Personal Information.*2 Disseminated information on the important points of the revisions and response, and provided guidance and support to all divisions of Mazda and Group companies in Japan in establishing work procedures.*2 	○	<ol style="list-style-type: none"> Ensure information management through continuous awareness-raising activities. Promote and strengthen information security measures.*2 	6.6 Fair operating practices
	Protection of intellectual property	Promote activities to protect and make effective use of intellectual properties. <ol style="list-style-type: none"> For the protection of Mazda' intellectual properties: <ul style="list-style-type: none"> Continue strengthening the management system, and promote rights acquisition activities on a global basis. For the protection of the intellectual properties of other parties: <ul style="list-style-type: none"> Continue to strengthen awareness-raising activities aimed at protecting the intellectual properties of Mazda and other parties. Promote the appropriate use of works belonging to other parties, in conducting communication activities. 	<ol style="list-style-type: none"> For the protection of Mazda' intellectual properties: <ul style="list-style-type: none"> In Japan: Completed around 980 patent applications. Overseas: Completed around 810 patent applications, aiming at promoting rights acquisition activities in the United States, Germany, China and other countries. For the protection of the intellectual properties of other parties: <ul style="list-style-type: none"> Patent training: Held patent training as scheduled, with around 140 participants in the basic patent seminars, around 30 participants in the seminar on effective use of patent information, and around 30 participants in the intellectual property risk seminar. Promotion of the appropriate use of trademarks: Added about 561 new images to the Mazda-Shared-Image-Collection. 	○	Promote activities to protect and make effective use of intellectual properties. <ol style="list-style-type: none"> For protection of Mazda' intellectual properties: Promote rights acquisition activities on a global basis. <ul style="list-style-type: none"> Maintain the number of patent applications at the same level as the previous year in Japan File 30% or more overseas patent applications than those in Japan. The primal targets for the rights acquisition activities are the United States, Germany and China, which are Mazda's major sales markets. For the protection of the intellectual properties of other parties: <ul style="list-style-type: none"> Continue to strengthen awareness-raising activities aimed at protecting the intellectual properties of Mazda and other parties. Promote the appropriate use of works belonging to other parties, in conducting communication activities. 	6.6 Fair operating practices
	Compliance	<ol style="list-style-type: none"> Ensure compliance and improve the level of compliance awareness through continuous awareness-raising activities, etc.*2 Continue and strengthen support for Group companies through the provision of timely information, etc. 	<ol style="list-style-type: none"> Ensured the implementation of the existing awareness-raising activities.*2 <ul style="list-style-type: none"> Around 1,000 employees participated in the compliance seminar organized by the Human Resources Office as part of management skill training. Released an e-learning program entitled "Security Export Control (Basics and Case Studies)" for Group companies. Held a compliance seminar for senior executives and general managers. Conducted inspections, including reconfirmation of work procedures, at the Company and Group companies, in view of examples of problems at other companies. Support for Group companies <ul style="list-style-type: none"> Continued to hold regular meetings among departments concerned, in order to share information on the administration of overseas affiliates and to secure the consistency thereof. Started to hold meetings equivalent to the above, also regarding the administration of domestic affiliates. 	○	<ol style="list-style-type: none"> Ensure compliance and improve the level of compliance awareness through continuous awareness-raising activities, etc.*2 Continue and strengthen support for Group companies through the provision of timely information, etc. 	6.6 Fair operating practices
	Fair transactions	<ol style="list-style-type: none"> Continue and strengthen activities to request that suppliers comply with the Mazda Supplier CSR Guidelines and to conduct surveys on their operation status of CSR initiatives. Gradually promote the establishment of the supply chain management system at individual overseas production sites. 	<ol style="list-style-type: none"> Discussion is under way as to a revision to the Mazda Supplier CSR Guidelines, by adding "promotion of appropriate transactions," which goes beyond compliance with laws and regulations, as a compliance item. Reached an agreement with the person in charge of purchasing at MPMT, the production site in Thailand, regarding the application of the revised Guidelines to its suppliers. 	○	<ol style="list-style-type: none"> Based on the revised Mazda Supplier CSR Guidelines, hold discussions about conducting a questionnaire survey to understand suppliers' operation status of CSR initiatives, and about follow-up of the survey results (e.g., through study meetings, and announcement of outstanding companies). Complete the activities to apply the Mazda Supplier Guidelines to MPMT, the production site in Thailand, and announce the guidelines to all MPMT suppliers. 	6.6 Fair operating practices

*1 Corporate governance guidelines for listed companies announced by the Tokyo Stock Exchange in June 2015.
 *2 Initiatives at Mazda Motor Corporation (FY March 2018 results, and FY March 2019 targets).

External Evaluations of CSR (as of September 13, 2018)

Mazda identifies key external ratings and evaluations both from within Japan and overseas. By analyzing the results, Mazda evaluates its own initiatives.

Mazda continuously makes active efforts to disclose information by responding to both domestic and global surveys and evaluations, such as those by socially responsible investment (SRI) and environmental, social and governance (ESG) rating organizations.

- Inclusion in the Dow Jones Sustainability Index (DJSI) World Index and Asia Pacific Index (Selected since September 2017).
ESG index developed by the S&P Dow Jones Indices and RobecoSAM's cooperation.
- Inclusion in the FTSE4Good Index series since March 2011.
- Inclusion in the FTSE Blossom Japan Index*¹ (Selected since the index was established in July 2017).
ESG indices developed by the FTSE Russell, a fully-owned subsidiary of the London Stock Exchange.
- Inclusion in the MSCI ESG Leaders Indexes*² since June 2015.
- Inclusion in the MSCI Japan ESG Select Leaders Index*^{1,2} (Selected since the index was established in July 2017).
ESG indices developed by Morgan Stanley Capital International (MSCI) in the United States.
- Inclusion in the Ethibel EXCELLENCE Investment Register since October 2013.
Forum ETHIBEL is a Belgium-based non-profit organization that promotes socially responsible investment (SRI) and CSR in Europe.
- Inclusion in the Morningstar Socially Responsible Investment Index (MS-SRI) since January 2008.
The first SRI index developed in Japan.
- In the CDP (formerly Carbon Disclosure Project) 2017 Climate Change Report and Water Report, Mazda's scores were both A- (2nd level score).
On behalf of more than 650 institutional investors with assets of US\$87 trillion*³, the CDP organization conducts research and discloses information to better understand the risks and opportunities posed by climate change.



*1 A new ESG index published by the Government Pension Investment Fund (GPIF) in July 2017.

*2 Disclaimer
THE INCLUSION OF Mazda Motor Corporation IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Mazda Motor Corporation BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

*3 As of January 2018

TOPICS RobecoSAM Sustainability Award 2018

Mazda won a Silver Class award in the 2018 RobecoSAM Sustainability Awards as an outstanding company in the automotive industry. It was the first time for the Company to receive this award.

RobecoSAM, the organization that evaluates companies for inclusion in DJSI, one of the global ESG (Environment, Social, Governance) indexes, annually awards outstanding candidates in each industry with Gold, Silver and Bronze Class awards. Mazda received the Silver Class award since its initiatives in CSR and information disclosure were highly evaluated.



Raising Executive and Employee Awareness

Mazda endeavors to deepen awareness and understanding of CSR among all its executive officers and employees, and to promote the undertaking of CSR initiatives in the course of their daily business activities. The level of employees' CSR awareness is confirmed through Global Employee Survey.

To ensure constant improvement of the CSR awareness level, Mazda will continue a range of initiatives.

Examples of Awareness-Raising Activities

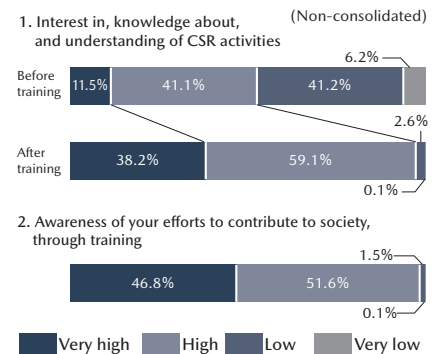
- Implementation of a lecture delivered by an external expert on the theme of "Strengthening sustainability management," for executive officers and divisional general managers (including general managers of independent departments)
- Distribution of the Mazda Sustainability Report to Group companies in Japan and overseas
- Particular training and enlightenment for specific issues including quality, environment, human rights and compliance
- Publication of CSR-related feature articles in Gijutsu Tsushin (technical notification), a monthly journal for service staff at dealerships in Japan
- Implementation of CSR training programs by level (lecture type training and group discussions for a total of around 1,057 participants, including new recruits, mid-career hires, new band 5 (assistant manager level) and newly appointed managers)*¹
- Communication about CSR efforts via the Company's Intranet and the in-house newsletter My Mazda, on an as needed basis*¹

Global Employee Survey (Positive Answer Percentage) (consolidated)

	FY March 2015	FY March 2016	FY March 2017
Being socially responsible (a good "corporate citizen")	59%	58%	59%

* In FY March 2018, Mazda revised the survey items. The revised survey was commenced in May 2018.

Results of Group Discussion Surveys in FY March 2018 (around 800 participants)



*1 Unconsolidated activities of Mazda

CSR Promotion throughout the Entire Value Chain

In cooperation with suppliers and dealerships, Mazda has established a CSR initiative promotion system throughout the entire value chain. The Company places emphasis on dialogues with stakeholders, to ensure that its CSR initiatives not only comply with international rules as well as the laws and regulations of each country/region, but also respect local history, culture, and customs.

Research and Development



Research and development in Japan, North America, Europe and China for providing innovative products tailored to the markets

Purchasing



Implementation of a broad range of initiatives, in tandem with 1,081 major suppliers in Japan and overseas, aiming for harmonious coexistence and co-prosperity

Manufacturing



Pursuit of high-level manufacturing in a total of 7 countries, including Japan, Thailand, China and Mexico

Logistics



Pursuit of high-quality, safe and environmentally conscious transportation on a global basis

Sales and services



Provision of vehicles and services to customers in more than 130 countries and regions

Recycling end-of-life vehicles



Pursuit of end-of-life vehicle recycling and waste reduction

STAKEHOLDER ENGAGEMENT

Basic Approach

Mazda clarifies key responsibilities and issues that the Mazda Group should accomplish, through dialogue with stakeholders which are important for a company's sustainable development*1, and carries out daily business activities while making efforts for improvement.

To ensure effective communications with customers and other respective stakeholders, Mazda has defined its key stakeholders, and determined the frequencies of providing opportunities for dialogue and information disclosure. The information obtained is reported to the relevant departments or committee meetings attended by the Company's management, and used for planning and improving Mazda's daily business activities.

In the brand value management which the Company has been promoting in earnest since 2013, Mazda is pushing ahead with various initiatives, aiming to continue to grow as a corporate group that earns the trust of all its stakeholders. By establishing indicators for its relationships with its stakeholders, Mazda implements the PDCA (plan-do-check-act) cycle.

a

a Examples of Indicators

Customers	Degree of customer satisfaction, brand likeability, loyalty (retention), net promoter score, (unaided) awareness level, brand recommendation level
Shareholders and investors	Evaluations by external research organizations
Business partners	Stakeholder Survey
Employees	Global Employee Engagement Survey
Global society and local communities	Stakeholder Survey
Next-generation people	Evaluations by external research Organizations

*1 Parties who are directly or indirectly related to the business of the Mazda Group

Key Stakeholder Relationships and Opportunities for Key Dialogue and Information Disclosure

Key Stakeholder	Mazda Group's Key Responsibilities and Issues	Opportunities for Key Dialogue and Information Disclosure (Frequency)
Customers	<ul style="list-style-type: none"> Improving customer satisfaction Providing safe, reliable and attractive products and services Appropriate disclosure and explanation of information regarding products, services and technical terms Providing customer support in a timely and appropriate manner Appropriate management of customer information 	<ul style="list-style-type: none"> Establishment of call centers (always) Mazda Official Website and social media (always) Day-to-day sales activities (always) Customer satisfaction surveys (as needed) Holding events (as needed) Interviews with customers (as needed) Meetings with Mazda vehicle owners (as needed)
Shareholders and investors (see the website for shareholders and investors*)	<ul style="list-style-type: none"> Timely and appropriate information disclosure Maximizing corporate value Strict exercise of voting rights (at the general meeting of shareholders) Active investor relations activities 	<ul style="list-style-type: none"> Website for shareholders and investors (always) Publication of the asset securities report and the quarterly financial reports (four times a year) Publication of the summary of financial results (four times a year) Quarterly presentation of financial results (four times a year) Publication of shareholder reports (twice a year, Japanese only) Holding ordinary general meetings of shareholders (once a year) Publication of the Annual Report (once a year) Publication of corporate governance reports (as needed) Presentations and plant tours for investors (as needed)
Business partners <ul style="list-style-type: none"> Suppliers Domestic dealerships Overseas distributors 	<ul style="list-style-type: none"> Fair and equitable trading Open and transparent business opportunities Support for requests for collaboration on CSR implementation Appropriate disclosure and sharing of information 	<ul style="list-style-type: none"> Hotlines linking Mazda with dealerships (always) Day-to-day purchasing activities (always) Supplier communication meetings (once a month) Conferences with representatives of dealerships (once a year) Conferences with supplier executives (once a year) Commendation of outstanding suppliers and dealerships (once a year, respectively)
Employees	<ul style="list-style-type: none"> Respect for human rights Choice and self-accomplishment Promoting a healthy work-life balance Optimum matching of people, work and placement Promotion and improvement of employee health and safety Promotion of diversity Mutual understanding and trust between labor and management 	<ul style="list-style-type: none"> Labor-Management Council (as needed) Direct communication with senior management (MBLD) (as needed) Global Employee Engagement Survey (as needed) Career meetings (four times a year) Career Challenge System (in-house recruitment and "Free Agent") (as needed) Group and optional training (as needed) Lectures (as needed)
Global society and local communities <ul style="list-style-type: none"> Community people Government and administrative agencies NGOs/NPOs Experts and specialists Educational institutions 	<ul style="list-style-type: none"> Respect for local cultures and customers Prevention of workplace accidents and disasters Activities contributing to local communities (including cooperative work) Disaster-relief activities in regions in which Mazda does business Compliance with laws and regulations Payment of taxes Cooperation with government policies Cooperative work and support in search of solutions to global social issues Foundation activities 	<ul style="list-style-type: none"> Opening to the public of the Mazda Museum and plant tours (always) Execution of social contribution activities and participation in and promotion of volunteer activities (as needed) Dialogue through economic and industry organizations (as needed) Interaction/exchange of views with the local community (as needed) Response to hearings, information disclosure, etc. (as needed) Dialogue, cooperation and support through collaboration of industry, academia and government (as needed)
Next generation people (environment)	<ul style="list-style-type: none"> Consideration for the environment Energy-/ global-warming-related issues Promoting resource recycling Cleaner emissions Environmental management 	<ul style="list-style-type: none"> Holding and participating in environmental events (as needed) Setting targets and reporting the results under Mazda Green Plan 2020, midterm environmental plan (once a year)

* <http://www.mazda.com/en/investors>

Conducting the Stakeholder Survey

Since FY March 2014, Mazda has conducted a Stakeholder Survey (once a year), inviting opinions from stakeholders outside the Company regarding employee conduct and attitudes toward the promotion of brand value management. The submitted opinions and their analysis results are shared with top management. After clarifying the actual situations and issues to be addressed, the results are announced to Mazda employees and employees of the entire Group in Japan and abroad through MBLD (see p. 91). This provides these employees with opportunities to review their own actions and practices, from the perspective of implementing the corporate vision and strengthening connections with stakeholders. To generate frank opinions and guarantee objectivity of the analysis, Mazda has commissioned a third party organization (research firm) to conduct the survey.

b

b Those Covered by Stakeholder Survey
(Only in Japan)

Suppliers, local autonomous entities,
academic societies, industrial associations,
etc.

Communication through Publication of the Mazda Sustainability Report

The Mazda Sustainability Report has been published with the aim of informing stakeholders of Mazda's CSR initiatives, in accordance with GRI Reporting Principles for Defining Report Content. To obtain the opinions and evaluations regarding the report's content and editorial method, Mazda has conducted a questionnaire survey and applied for CSR-related awards. The submitted opinions and evaluations are fed back to executive officers, external directors, and each division's employees in charge of producing the Mazda Sustainability Report, and are utilized for designing the next year's initiatives and for considering the information to be disclosed in the report. The questionnaire survey results are published on the Mazda official website. The Mazda Sustainability Report 2017 won the Award of Merit of the 21st Environmental Communication Awards, presented by the Japanese Ministry of the Environment, etc.



EMPLOYEE'S VOICE

Aiming to Prepare a Reader-Friendly and Informative Report through Various Ideas

I am in charge of preparing the Sustainability Report. CSR involves many technical terms, and its content tends to be difficult to understand. However, I strive to ensure that the Report can convey Mazda's initiatives to stakeholders in an easy-to-understand manner. The Mazda Sustainability Report 2018 includes a section regarding the Company's signing the United Nations Global Compact. For readers who wish to obtain further details about the topic, we have created a webpage where more in-depth information is available. Aiming to prepare a Sustainability Report that is more reader-friendly and informative, I will continue to work on compiling a Report while devising various ideas.

Minako Doi

CSR & Environment Department, Corporate Services Division