

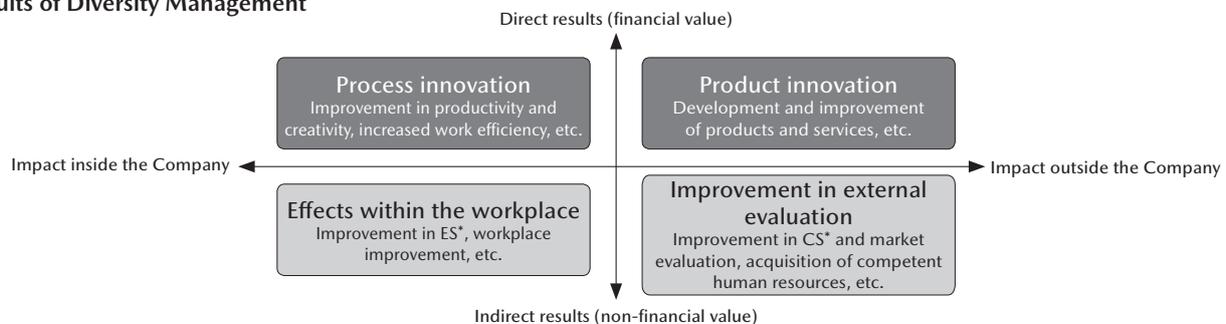
People

Improving Employee Job Satisfaction

Recognizing Social Issues

Securing a labor force is one of the challenges confronting developed countries, where the percentage of working-age population has been on the decline. On top of this, changing market circumstances as exemplified by globalization in recent years have caused numerous new uncertainties for companies and brought changes in their competitive environments. Companies are therefore required to accurately identify diversifying customer needs and innovate to seize new revenue-generating opportunities, while also needing flexibly respond to risks and making them into business opportunities. In these circumstances, in order for companies to sustain growth, it is essential to secure a diverse range of human resources in accomplishing their management strategies. To this end, companies should pursue diversity management. Cultivating both a work climate and work-style frameworks that can motivate a diverse pool of employees, enables companies to assign the right person to the right position, and thus provide opportunities to individual employees to exercise their potential to the fullest. By doing so, diversity management aims to allow companies to achieve positive management results, including product innovation, process innovation, improvement in external evaluation and effects within the workplace. Furthermore, companies must step up their efforts to continue to create corporate value over the medium and long term by leveraging the differences between diverse attributes to improve the company's risk management capabilities and the supervisory function of the Board of Directors.

Results of Diversity Management



*CS: Customer Satisfaction / ES: Employee Satisfaction

The above figure was created by Mazda, based on "FY March 2017 New Diversity Management Selection 100—Collection of Best Practices" published by the Ministry of Economy, Trade and Industry (<https://www.meti.go.jp/policy/economy/jinzai/diversity/kigyos100sen/practice/pdf/rh28practice.pdf> (Japanese only)).

Mazda's Approach to Resolving Issues

Reasons for Addressing Social Issues

Mazda recognizes that people are its most important resource and aims to be a company staffed by people who enjoy their work. The basic philosophy of the Company's Medium-Term Management Plan is "our unique co-creation with others." In keeping with this philosophy, Mazda respects the diversity of its employees from various backgrounds, including race, nationality, faith, gender, social status, family origin, age, mental or physical disability, sexual orientation, and gender identity. The Company also strives to promote flexible and diverse work styles and improve working conditions and environments, thereby enhancing employees' motivation and increasing work efficiency from the viewpoint of total optimization.

Approach to Resolving Social Issues

The Company aims to foster a corporate climate in which every employee can express his/her individuality while working alongside others to contribute to the Company and society. Mazda promotes human resources training based on the Mazda Way principles that are shared throughout the entire Mazda Group worldwide. Also, the Company has established Group-wide human resources policies and measures along with promotion of various initiatives.

- New flexible work styles (remote work, satellite office)
- Reform company-wide operation system to support new work style
- Promote diversity and inclusion, etc.

Seven Principles of the Mazda Way

INTEGRITY

We keep acting with integrity toward our customers, society, and our own work.

BASICS/FLAWLESS EXECUTION

We devote ourselves to the basics, and make steady efforts in a step by step fashion.

CONTINUOUS KAIZEN

We continue to improve with wisdom and ingenuity.

CHALLENGER SPIRIT

We set a high goal, and keep challenging to achieve it.

SELF INITIATIVE

We think and act with "self initiative."

TOMOIKU

We learn and teach each other for our mutual growth and success.

ONE MAZDA

We think and act with the view of "Global" and "One Mazda."

Mazda's Initiatives

Realization of Diversity

Mazda respects the diversity of its employees, and the Company aims to foster a corporate climate in which every employee can express his/her individuality while working alongside others to contribute to the Company and society. Mazda also works on a variety of programs to enable its employees — a diverse range of people with different values and lifestyles — to enjoy their work by finding a healthy balance between their work and personal lives.

Increasing the Employment and Range of Opportunities for Female Employees

Through enhancement of measures promoting work-life balance and other initiatives, Mazda is striving to cultivate a workplace in which women can work comfortably. In 2016, the Company established its targets in the general employer action plan, based on the Act of Promotion of Women's Participation and Advancement in the Workplace. Due to ongoing efforts to promote the active participation of women, the number of female managers has been steadily rising (FY March 2021 results: 52, about 2.5 times the number in FY March 2014). To further accelerate these efforts, Mazda has set new targets for FY March 2022 and onward. In this manner, initiatives are under way to further strengthen the support for female participation.

Promoting Re-Employment of the Elderly, and Passing on Expertise, Skills, and Know-How

Starting in FY March 2014, Mazda has introduced a system to ensure the continued employment of all post-retirement employees who wish to continue working by revising the Company's previous re-employment system. The Company is actively re-employing retired former employees to help them share their expertise, skills, and know-how with younger employees.

General Employer Action Plan based on the Act of Promotion of Women's Participation and Advancement in the Workplace

Planning period: April 1, 2021 – March 31, 2026

Numerical targets:

- ① Increase the number of female managers to 80 by FY March 2026 (approximately four times the number in FY March 2014)
- ② Increase the number of male employees who take child-rearing leave to 80 by FY March 2026 (approximately two times the number in FY March 2021)

FY March 2021 Human Resources System and Measures (Examples)

Work-life balance

- Child-rearing paid leave / Child-rearing leave: 600 beneficiaries (including 492 male) / 287 beneficiaries (including 45 male)
- Nursing care leave: 5 beneficiaries (including 4 male)
- Special Warm Heart leave system*: 644 beneficiaries (including 345 male)

* A paid-leave system that covers nursing care for relatives, including those in need of long-term care, volunteer work, functions at one's child's school, infertility treatment, and disaster relief and assistance for affected relatives

Support for employees with special needs

- Established the Physical Challenge Support Desk for consultations. Employed two certified sign-language interpreters as regular employees.

TOPICS

Mazda Joins The Valuable 500, International Initiative to Promote Disability Inclusion

In January 2021, Mazda Motor Corporation joined The Valuable 500, an international initiative to promote active inclusion of people with disabilities. The Valuable 500, launched at the World Economic Forum's Annual General Meeting in January 2019, aims to inspire business leaders to make changes for disability inclusion that will enable people with disabilities to realize their potential value in the areas of business, society and economy. In support of this aim, the Company will promote and strengthen its efforts in line with the commitments it has established as to Mazda's Corporate Vision, employment and empowerment of people with disabilities, and products and services that consider the needs of people with disabilities.

For details, refer to the following URL:

<https://newsroom.mazda.com/en/publicity/release/2021/202101/210129a.html>



Contribution to the SDGs

Goals and Targets



- (5.1) End all forms of discrimination against all women and girls everywhere.
- (5.5) Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.



- (8.4) Decouple economic growth from environmental degradation in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production.
- (8.5) Achieve full and productive employment and decent work for all women and men, and achieve equal pay for work of equal value.