

## IMPROVING EMPLOYEE JOB SATISFACTION

Mazda recognizes that people are its most important resource and aims to be a company staffed by people who enjoy their work. To this end, the Company 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.

### Mazda Way

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. Employees' attitude and behavior based on the Mazda Way are utilized as competency evaluation items to encourage their further growth. On the occasion of celebrating its 100th anniversary, Mazda provided all employees with an opportunity to look back on the Company's history, which constitutes the foundation of the Mazda Way. The Company continues to promote measures to ensure that the Mazda Way can easily be put into practice by employees.

### Group-wide Human Resources Policies

With the aim of maximizing employee performance across the Mazda Group, Mazda works together with its Group companies worldwide while engaging in regular communication with them to create an organizational culture based on shared values and promote personnel exchanges within the Group. For overseas Group companies, the Company works to create a comfortable working environment tailored to the culture of each country and region by appointing locally hired personnel as managers and above, thereby establishing a system globally to conduct management strongly rooted in local communities.\*<sup>1</sup> Mazda also implements Group-wide human resource development measures to enable a diverse range of employees to succeed on the global stage regardless of their country of origin or place of employment.

#### Global Leader Development Committee<sup>2</sup>

Mazda is aiming to provide medium-to long-term training for employees to become leaders in every field of global business and ensure their optimal positioning and performance. Top managements of Mazda Motor Corporation and its Group companies discuss and decide the development and exchange plan for individual personnel in these companies.

#### Short-term Personnel Exchange Program

This program is mainly designed for employees in mid-level positions, with the aim of developing human resources who can be immediately effective in global business settings. Suitable employees in the Head Office are exchanged with their counterparts in overseas regions to gain opportunities for overseas business experience for a short term (three to six months).

#### Regular Meetings with Human Resources Managers of Group Companies

- Online information provision by Mazda
- Bimonthly regular meetings with overseas regions
- Annual global human resource meetings with the managements in charge of human resources of major overseas bases
- Half-yearly meetings with domestic Group companies located on the premises of the Head Office (Hiroshima)

### Maintaining Global Employment and Recruitment

The Mazda Group conducts recruitment activities to employ the personnel suited to each country and region. Particularly production sites strive for the maintenance and management of appropriate 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 manufacturing sites in Hiroshima and Yamaguchi Prefectures. Overseas, each of the Group companies promotes employment maintenance and recruitment activities tailored to the labor practices of each country/region. At the same time, initiatives are under way to improve the operation rate of plants in Mexico and Thailand, and to establish a new plant in the United States.

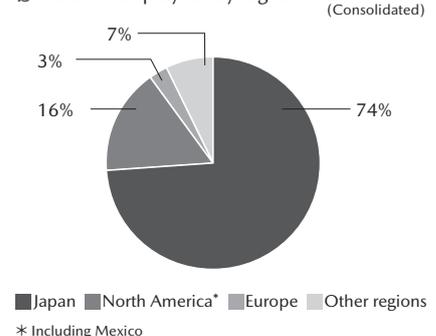
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### a Seven Principles of the Mazda Way

- **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."

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### b Rate of employees by region



### Rate of locally hired personnel assigned to management-level\* in overseas Group companies

(Consolidated)

Employment rate in FY March 2021	63%
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\* Executive officers/divisional general managers

<sup>1</sup> Countries/regions where Mazda Group companies are located.

<sup>2</sup> The Personal Development Committee (PDC) comprises four committees: PDC1, which cover personnel in domestic and overseas global companies; PDC2, which covers the personnel in middle management of Mazda Motor Corporation; and PDC3, which covers employees of Mazda Motor Corporation excluding PDC1 and PDC2 level.

## 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\*1\*2

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 2021, based on the Act of Promotion of Women's Participation and Advancement in the Workplace, and the Act on Advancement of Measures to Support Raising Next-Generation Children, the Company set the goals of increasing the number of female managers to 80 by the end of FY March 2026 and increasing the number of male employees taking child-rearing leave to 80 by the end of FY March 2026, and it submitted business owner's action plans to the authority concerned. In the future, Mazda will continue to draw up and implement individual development plans for female candidates for middle and above management positions and also further promote the opportunities for female employees, by improving training and promoting female employee recruitment.

### Employment and Empowerment of Those with Special Needs\*1

Mazda steadily and continuously recruits employees with special needs. To ensure that each employee can demonstrate his/her best performance, the Company has established the Physical Challenge Support Desk, which offers consultations on various matters to employees with special needs, in support of a comfortable working environment for them. At the same time, Mazda has employed two certified sign-language interpreters as regular employees, to further ensure provision of information to people with hearing impairments (as of April 2020).

In FY March 2014, the Company was certified as an Ai Support Company/Organization under the Ai Support campaign\*3, by Hiroshima Prefecture. 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 special needs. Since FY March 2015, the Company has also registered itself with the "special support school employment support unit Hiroshima"\*4 to carry out the internship program for intellectually challenged students, as part of its collaboration with the local community to promote employment of people with special needs. As a result of these initiatives, Mazda has seen an increasing number of employees with special needs being recognized as Excellent Workers with Disabilities by the Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers. Mazda has also worked to promote active inclusion of people with disabilities, and in January 2021, it joined The Valuable 500, an international initiative to promote disability inclusion.

### Promoting Re-Employment of the Elderly, and Passing on Expertise, Skills, and Know-How\*1

Under the current re-employment system, about 90 % of employees who have reached retirement age continue to work, although there is some variance depending on the fiscal year. Reemployed employees play active roles as specialists while passing on the expertise and skills that they have cultivated to younger generations.

### Systems to Enable Limited-Term Employees in Manufacturing Operations to Become Fulltime Employees and Mazda Workers' Union Members\*1

Mazda is implementing ongoing measures toward the achievement of a workplace in which limited-term employees can feel fulfilled with their work. A system has been put in place for limited-term employees who have worked for one year or more at Mazda in becoming full-time employees. In addition, limited-term employees who have worked for six months or more and had their contracts renewed can become members of the Mazda Workers' Union. Through these and other initiatives, the Company is cultivating a sense of oneness among employees with different employment styles as it aims to cultivate a vibrant environment where employees can enjoy their work.

Employee Data 1 (as of March 31, 2021)  (see p. 135)

		Number of Employees		Average age*3	Average years of employment*3
		Production/medical	Administrative/engineering		
Nonconsolidated*	Male	10,464	10,442	41.0	17.7
	Female	769	1,532	38.0	14.1
	Total	23,207	—	40.6	17.4
Consolidated*2 Total		49,786	—	—	—

\*1 The "Non-consolidated" numbers exclude the number of employees dispatched to Mazda Motor Corporation from other companies, but include the number of Mazda Motor Corporation employees dispatched to other companies.

\*2 The "Consolidated" numbers exclude the number of Mazda Group employees dispatched to companies outside the Group, but include the number of employees dispatched to Mazda Group companies from outside the Group.

\*3 Exclude the number of employees hired under the Expert Family system.

Employee Data 2  (see p. 135) (Non-consolidated)

	FY March 2019	FY March 2020	FY March 2021
Number of female employees hired	200	172	139
Number of female managers*6 (assistant manager and above)	226	248	277
Number of female managers*6 (middle management and above)	45	52	52
Percentage of female managers*1*6 (assistant manager and above)	5.3%	5.9%	6.5%
Percentage of female managers*2*6 (middle management and above)	3.1%	3.6%	3.6%
Number of male managers*6 (middle management and above)	1,404	1,389	1,380
Number of workers aged 60 and over*6 (Expert Family)	958	909	961
Percentage of employees with special needs*3	2.11% (Legal rate: 2.2%)	2.22% (Legal rate: 2.2%)	2.37% (Legal rate: 2.3%)
Number of employees with special needs*3	337	365	389
Average age of managers*6	52.2	52.8	52.8
Employee turnover rate*4*5	4.0%	4.6%	4.3%
Number of new graduates hired (University, college and high school graduates)			
Male	479	520	504
Female	112	114	90

\*1 Number of female managers (assistant manager and above)/ Number of managers (assistant manager and above)

\*2 Number of female managers (middle management and above)/ Number of managers (middle management and above)

\*3 Average number in each fiscal year

\*4 Exclude the number of employees hired under the Expert Family

\*5 The employee turnover rate increased because the Company actively accepted people from overseas Group companies and suppliers as temporary employees, to provide them with training and opportunities (these temporary employees, after leaving Mazda, returned to their original workplaces). The employee turnover rates excluding those dispatched to Mazda from other companies are as follows: 3.0% in FY March 2019, 3.3% in FY March 2020, and 3.7% in FY March 2021.

\*6 Results as of the end of each fiscal year.

Global rate of male/female employees (FY March 2021) (Consolidated)

Male	85%
Female	15%

Global rate of female middle managers and above (Consolidated)

FY March 2021	7.9%
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Percentage of female new graduates hired (from FY March 2020 to FY March 2022) (Non-consolidated)

	FY March 2020	FY March 2021	FY March 2022
Administrative	56%	58%	45%
Engineering	12%	12%	10%
Production	13%	13%	11%

Subject to independent third-party assurance

\*1 Initiatives at Mazda Motor Corporation

\*2 "Mazda Promoting Active Participation of Female Employees" <https://positive-ryouritsu.mhlw.go.jp/positivedb/detail?id=754> (Japanese only)

\*3 "Ai" is Love in English. The Ai Support campaign is intended to certify companies and organizations that recommend their employees to read the textbook "Let's Learn about and Live with People with Special Needs," and to participate in Ai Supporter training programs.

\*4 A program to promote the employment of special school students through collaboration between local companies and Hiroshima Prefecture.

## Global Employee Survey

Mazda has conducted employee surveys on a continual basis. These surveys are intended to identify employees' work motivation and the conditions in the environment supporting such motivation, and the results are used to make further improvements.

The survey results are reported to top managements of Mazda and its Group companies at home and abroad, and the major contents are disclosed to employees. The results for each division/company are fed back to its management-level members, who are thereby encouraged to develop improvement plans as part of the PDCA (plan-do-check-act) cycle.

To more accurately grasp the state of human resources and organizations that contribute to the realization of its corporate vision, Mazda revised the survey items in FY March 2018. The revised survey was commenced in May 2018.

### Percentage of Positive Responses in Global Employee Survey Results (Consolidated)

	FY March 2019	FY March 2020	FY March 2021
I feel inspired/driven to achieve more than what is expected of me.	66%	64%	67%
I understand my role in helping the company be successful.	64%	64%	69%
I propose and implement new or better ways of working that enable me to deliver Mazda's brand philosophy and vision.	45%	46%	49%

## Best Match of People, Work and Rewards

Mazda has put in place a system to ensure that each employee understands their work evaluation results and ability level assessments, and feels that their growth and performance are appropriately reflected in their compensation.

Specifically, since 2003, instead of using gender, age, nationality, or years of service as criteria, employees are graded according to their ability level (production and medical staff) and work level (administrative and engineering staff), so that individual employee's performances are directly reflected in their base salaries and bonuses.

In wage determination, Mazda is not only in compliance with local laws and regulations in each region both in Japan and overseas, but also taking industry standards into consideration.

## Creating a Working Environment that Enables Each Employee's Successful Performance

Mazda strives to create a working environment where each employee can continue to proactively work and succeed. Specifically, the Company promotes the introduction of a system that encourages flexible and diverse work styles, reduction of working (overtime) hours through the effective use of information technology, and development of career plans for employees' continued success.

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### C Examples of Improvement Measures at Workplaces Based on Survey Results

- Organizing divisional town hall meetings (for explanation of strategies/policies and holding discussions) and meetings with senior management
- Promoting idea sharing and strengthening teamwork by activating small-group activities

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### d Average yearly salary (Non-consolidated)

	FY March 2019	FY March 2020	FY March 2021
Total	6,769,000 yen	6,641,000 yen	6,288,000 yen

### e Average salary by gender (Non-consolidated, in April 2021)

	Male	Female
Middle management and above positions	639,196 yen	593,853 yen
General employees	309,061 yen	294,164 yen

## Contribution to Resolving Social Issues

## Improving Employee Job Satisfaction

## Choice and Self-Accomplishment

Mazda provides various opportunities for employees to take the initiative in setting their own growth and performance goals and doing their best to achieve them, so that ultimately, such efforts will bring great results to the Company.

Mazda offers a range of education and training programs to support employees develop their careers and improve their skills according to their job types and positions. These programs are for Mazda and its Group companies in Japan and overseas to manufacture and sell products of the same quality in all countries and regions, by sharing the same objectives.

## Major Education and Training Programs

Name of education and training program	Duration, frequency, etc.	Target	Objective	Content of training	Remarks
Mazda Business Leader Development (MBLD)	Once a year	All Group employees in Japan and overseas	<ul style="list-style-type: none"> <li>To communicate the intention of the top management</li> <li>To cultivate business leaders at all levels who have a company-wide perspective</li> <li>To reform the corporate culture and climate</li> </ul>	Regarding management issues and the future direction of the Company, message from the management team is delivered. The understanding and the future execution of the message through active participation by all employees is promoted	Commenced in 2000. Since FY March 2013, the program has been annually implemented on the theme of "Brand Value Management."
Global Business Leader Program	As needed	Employees selected from Mazda Group companies around the world	To hone skills in areas including leadership, broadness of vision, and the ability to think strategically, and train the next generation of business operators to take the lead in global business	The program features practical activities such as communication with top business leaders and engagement as a team on management issues	Inaugurated in FY March 2016
Human Resource Development at Global Production Sites	As needed	Management and production staff at overseas production sites	To provide basic training by level to employees working at overseas production sites	<ul style="list-style-type: none"> <li>Management training</li> <li>Supervisor education program</li> <li>Training for key players in three fields (production, maintenance and improvement)</li> <li>Technical skills training</li> <li>Karakuri Kaizen training</li> </ul>	—
Training by level <sup>*1</sup>	As needed	Administrative and engineering staff	To encourage employees to reconfirm their roles at each level, and consider how they can help improve the organizational strength of the Company	<ul style="list-style-type: none"> <li>Training for new employees</li> <li>Training for third-year employees</li> <li>Training for band 6 employees</li> <li>Training for managers and team leaders</li> <li>Training for general managers</li> </ul> Each training program is designed to promote changes in the employees' ways of thinking, through group discussion among members from different departments.	—
Management skill training <sup>*1</sup>	When newly appointed	Newly appointed senior managers, new band 5 employees (assistant manager level)	To develop trainees' awareness and sense of responsibility as managers and urge them to acquire a companywide perspective, thereby altering their mindset toward their own roles	Mazda Way, sustainability, compliance, internal controls, personnel management, human rights, safety and health, etc.	—
Production Leader Training Program <sup>*1</sup>	As needed	Foreman/Assistant Foreman/ Team Leader candidates	To develop trainees' abilities to recognize and resolve problems, management improvement skills, and leadership capabilities and other skills required to work as a leader at each level	<ul style="list-style-type: none"> <li>Super leader training</li> <li>Senior leader training</li> <li>Team leader training</li> <li>Junior leader training</li> </ul>	—
WorldSkills Competition Training Program <sup>*1</sup>	Two years / 28 employees	Selected employees in the production field who are under 21 years old	<ul style="list-style-type: none"> <li>Systematic training of young engineers</li> <li>Training participants to compete in the regional, national and international WorldSkills competitions</li> </ul>	Employees are trained in special skills so as to participate in the WorldSkills competition	Results of FY March 2021 Silver and bronze medals in Sheet Metal Technology 1 of each  Medallion for Excellence in Autobody Repair 1
Advanced Technical Skills Training course <sup>*1,2</sup>	As needed	Selected highly skilled employees	To preserve the advanced technical skills necessary for manufacturing and hand them down from one generation of craftspeople to the next	<ul style="list-style-type: none"> <li>During the two-year program, one expert trains two apprentices</li> <li>After completing the course, the expert is awarded the title of Production Engineering Meister and receive the Meister Badge</li> </ul>	Cumulative Results since 1996 Number of employees completing the course 135 Production Engineering Meisters 65 Monotsukuri Meisters 21 Hiroshima Prefecture award-winning skilled workers 20 Contemporary Master Craftspeople Medal with Yellow Ribbon recipients 17 18
Welding Skills Training Program <sup>*1</sup>	As needed	Welding technicians	<ul style="list-style-type: none"> <li>To train technicians to compete in the regional and national competitions</li> <li>To promote the growth of individual technicians, pass on skills within Mazda and raise standards</li> </ul>	Specialized training is conducted with the goal of sending welding technicians to complete in the national championships	Inaugurated in 1982 (Figures below are the cumulative numbers) National competition winners 11 Prize recipients 39

\*1 Initiatives at Mazda Motor Corporation

\*2 Twenty-four courses comprising skills to pass on to new engineers are available in 13 fields: iron and casting, die casting, casting, powder alloys, heat treatment, machining, engine assembly, axle assembly, transmission assembly, press, chassis, painting, and vehicle assembly

## Education/training results in FY March 2021

(Non-consolidated)

Average days of training per person	4.3 days/year
Average training cost per person	82,088 yen/year
Number of employees that received training	total of 47,692 employees/year*

\* Including MIRAI 2020 (20,222 employees) and education using e-learning (22,246)

## Human Resources System to Provide Appropriate Jobs and Environments\*<sup>1</sup>

Mazda uses the Tobiuo Human Resources System to provide the appropriate jobs and environments where each employee can demonstrate their best performance and to support their development and success.

Specifically, a wide variety of human resource measures are actively deployed based on the system's three pillars of "Choice and Self-Accomplishment," "Promote Balance between Work and Life," and "Best Match of People, Work and Rewards."

### The Three Pillars of Tobiuo



## Career Meetings\*<sup>1</sup>

At Mazda, opportunities for formal communication are provided for all employees through one-on-one career meetings between supervisors and their staff, held four times a year. The things that employees should do, the specific targets and broad goals expected by supervisors are combined with the employees' personal goals as well as the things they hope to, and can achieve, enabling supervisors and their staff to understand each other and proceed to set common half-yearly targets. In light of these targets, they also reflect on their work accomplishments to clarify the issues to be addressed and set the next targets. Through these activities, employees' successful performance in the next half of the year and their further personal development are encouraged. Furthermore, the feedback on the competency evaluation results are utilized to help employees review their own work attitude and behavior, in order to facilitate their personal development.

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### Main Themes of Career Meetings

Discussions to encourage personal development:

Confirm vision of future upon accomplishment of goals, determine abilities to refine through work and activities to undertake, monitor rate of improvement

Discussions to encourage performance:

Determine work-related targets, confirm progress toward meeting targets, share present and future issues

Ratio of career meetings held

FY March 2021:

90.2% of all applicable employees

## Competency Evaluation System\*<sup>1</sup>

Once a year, Mazda carries out a competency evaluation, through which the work attitude and behavior of administrative and engineering staff are evaluated. Based on the seven principles of the Mazda Way, a subjective evaluation is carried out to assess the work attitude and behavior that individual employees are expected to improve (competency evaluation items), from the employees' own perspectives and from the perspectives of their supervisors, and for managers and above, also from the perspective of subordinates/colleagues/partner companies (multidimensional feedback).

Feedback on the evaluation results is given to employees by supervisors at the career meetings, at which they discuss future issues to be addressed.

The competency evaluation system is used as an effective tool for supporting employees' personal development and successful performance. The evaluation results are used as a reference for effective company-wide positioning of personnel.

\*<sup>1</sup> Initiatives at Mazda Motor Corporation

### OJT Coach System\*<sup>1</sup>

Mazda has introduced the OJT (on-the-job-training) coach system for all new employees in administrative and engineering positions since FY March 2012. Typically a senior employee who shares a workplace with the new hire is assigned as an OJT coach providing the job related advices to each new hire. The purposes of this system are to train new employees, foster the coach's growth, and energize the workplace.

### Career Challenge (In-House Recruitment/FA) System\*<sup>1</sup>

As part of the Career Challenge System (for employees' career development assistance), an in-house recruitment system has been implemented. Briefing sessions on in-house recruitment are held, with many employees considering applying for the system participating online. They actively exchange information with the personnel from various departments that called for applicants for specific assignments. Each time applications are invited, there are a large number of applicants. Mazda will continue to periodically implement this system to provide employees with an opportunity to think about their own career development.

#### In-house recruitment

A system where the Company releases details on occupational experience and skill requirements for the specific assignments so that the appropriate employees are able to apply for a particular job

### Mazda Technical College (Two-Year Course)\*<sup>1</sup>

Mazda Technical College, approved by the Ministry of Health, Labour and Welfare, is an in-house education institution offering courses to high school graduates and selected employees in order to cultivate human resources that can play a central role in manufacturing at Mazda. Those who complete the two-year program are assigned to various divisions, from research and development to manufacturing, and thrive at various vehicle manufacturing sites.

- Number of present students: 104 (as of April 1, 2021)\*<sup>2</sup>
- Total number of graduates (among present employees): 1,528 (from April 1988 to March 2021)

### Promotion of Work-Life Balance\*<sup>1</sup>

Mazda is working on a variety of programs to enable its employees — a diverse range of people with different values and lifestyles — to enjoy their work and find a healthy balance between their work and personal lives. To promote understanding of various measures to help employees achieve a better life-work balance (see p.67), the Company provides explanations in management skills training programs, and in the section "Compass for Work and Rewards of Employees" on the Intranet about support measures designed for each life event.

The Company also reviews the contents of the working regulations in accordance with changes in the social environment. Amid the COVID-19 pandemic, taking into account changes in infection status, the Company has taken various infection prevention measures, including easing conditions for working from home.

\*1 Initiatives at Mazda Motor Corporation

\*2 Including 15 students from Group companies

## Contribution to Resolving Social Issues

## Improving Employee Job Satisfaction

## Major Measures to Promote Work-Life Balance and Diversity in the Workplace

(Non-consolidated)

System	Description (as of March 31, 2021)	Started	FY March 2019	FY March 2020	FY March 2021
Maternal care paid leave	This system allows female employees who are pregnant and have difficulty performing their duties due to morning sickness or other feelings of discomfort to take paid leave for the necessary amount of time.	Aug. 2008	32 beneficiaries (691 days)	43 beneficiaries (853 days)	23 beneficiaries (600 days)
Child-rearing paid leave	This system allows employees to take up to five consecutive working days off, following childbirth or for child-rearing.	Aug. 2008 <sup>*1</sup>	2,212 days (481 beneficiaries) Including 34 non-regular employees Male: 1,823 days (402 beneficiaries) Female: 389 days (79 beneficiaries)	2,541 days (550 beneficiaries) Including 17 non-regular employees Male: 2,094 days (459 beneficiaries) Female: 447 days (91 beneficiaries)	2,762 days (600 beneficiaries) Including 29 non-regular employees Male: 2,240 days (492 beneficiaries) Female: 522 days (108 beneficiaries)
Child-rearing leave	This system supports unpaid leave for child-rearing for children up to 3 years old. It is possible to take leave in installments. (Legal requirement: Up to one year old.)	Jan. 1991	253 beneficiaries (including 17 males) Rate of reinstatement after childrearing leave: 99% Rate of retention one year after childrearing leave: 95%	241 beneficiaries (including 29 males) Rate of reinstatement after childrearing leave: 99% Rate of retention one year after childrearing leave: 95%	287 beneficiaries (including 45 males) Rate of reinstatement after childrearing leave: 98% Rate of retention one year after childrearing leave: 98.7%
Nursing care leave	This system allows employees with eligible family members requiring nursing care to take a leave of absence (maximum length of 1 year.) (Legal requirement: up to total of 93 days per eligible family member.)	Jan. 1992	14 beneficiaries (including 9 males)	11 beneficiaries (including 7 males)	5 beneficiaries (including 4 males)
Special working arrangements for employees involved with child-rearing or nursing	This system allows employees involved with nursing or childrearing (until end of child's sixth year of primary school) to reduce work hours, be excused from overtime and holiday work, etc. (Legal requirement regarding work hour reduction: until the child reaches 3 years old.)	Apr. 1999	Employees with reduced working hours For childrearing: 445 For nursing care: 18	Employees with reduced working hours For childrearing: 475 For nursing care: 22	Employees with reduced working hours For childrearing: 595 For nursing care: 22
Work-from-home system	This system enables employees to perform up to 25% of their work hours at home for the purpose of childrearing or nursing care, or when working at home will raise work efficiency.	Aug. 2008	766 beneficiaries <sup>*2</sup>	1,012 beneficiaries <sup>*3</sup>	10,406 beneficiaries <sup>*3</sup>
Special Warm Heart leave system	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 "Volunteer work" here refers to the following: •Social welfare (welfare services for children, for elderly people and for people with disabilities, etc.) •Environmental protection (forest preservation, recycling activities, etc.) •Interaction and cooperation with communities (participation in community events, support for activities of children's associations, crime prevention activities, etc.) •International friendship activities (welcoming home stay guests, interpretation service, etc.) •Health and medical volunteering (health care instructions, donor activities, etc.) •Disaster relief •Acquisition of qualifications, skills and knowledge that are useful in volunteer activities •Support for sports activities (sports coaching, organizing sports events, etc.) * Note that activities related to specific political and religious beliefs are not included in volunteer work.	Aug. 2008 <sup>*1</sup>	1,017 beneficiaries (4,391 days) <sup>*2</sup> Male: 655 beneficiaries (2,334 days) Female: 362 beneficiaries (2,057 days) For nursing care for relatives 552 beneficiaries (2,238 days) Including 48 non-regular employees Male: 256 beneficiaries (1,270 days) Female: 296 beneficiaries (978 days)	772 beneficiaries (4,177 days) Male: 394 beneficiaries (1,877 days) Female: 378 beneficiaries (2,300 days) For nursing care for relatives 679 beneficiaries (3,102 days) Including 50 non-regular employees Male: 356 beneficiaries (1,660 days) Female: 323 beneficiaries (1,442 days)	644 beneficiaries (5,902 days) Male: 345 beneficiaries (3,166 days) Female: 299 beneficiaries (2,736 days) For nursing care for relatives 452 beneficiaries (3,510 days) Including 28 non-regular employees Male: 249 beneficiaries (2,138 days) Female: 208 beneficiaries (1,372 days)
Onsite daycare center: Mazda Waku Waku Kids En	This daycare center was established for employees' children who have not yet entered school. A permanently stationed nurse is available to look after children who become ill.	Apr. 2002	Preschoolers: 47	Preschoolers: 47	Preschoolers: 44
Challenging Career leave	In order to increase future career potential, employees can use this system to take leave for up to three years while attending a school or other training facilities.	Oct. 2003	1 beneficiary	1 beneficiary	1 beneficiary
Leave for employees accompanying a transferred family member	This system allows employees to take a fixed-term leave in order to accompany a spouse who has been transferred, allowing the employee to resume their career at Mazda later on.	Oct. 2003	18 beneficiaries	19 beneficiaries	21 beneficiaries
Re-employment Systems	This system provides an opportunity for former Mazda employees who left the Company due to marriage, child-rearing, nursing care, or other reasons to return to work if they desire.	Aug. 2008	2 registrants	1 registrant	2 registrants
Expert Family System	This system enables interested individuals who meet a certain standard of abilities and experience to be rehired as engineers, advisors to younger engineers (to pass on their knowledge), specialists or in other positions following their retirement at the mandatory retirement age.	Apr. 2006	205 hires	227 hires	293 hires
Super-Flextime Working System (with no set core working hours)	This system was introduced to maximize results by supporting a balance between each employee's private life and working life. Under this flexitime working system, the employees can setup days of not showing up to their workplace.	Oct. 2000	Used at 80% of administrative and engineering field workplaces	Used at 80% of administrative and engineering field workplaces	Used at 80% of administrative and engineering field workplaces
Go Home Early Campaign	By streamlining operations, the Company has reduced the long working hours for divisions not directly connected with production. Examples of this initiative include no-overtime days and setting mandatory lights-out times. (Information about the overtime hours is reported back to management of each division, once in three months to implement the PDCA cycle.)	Sep. 2007	Ongoing	Ongoing	Ongoing
Paid Leave for JICA Activities	Employees participating in Japan International Cooperation Agency (JICA) volunteer activities are entitled to take paid leave for these activities.	Apr. 2007	—	—	—
Mazda Flex Benefit System	This is a selective benefit system. Individual employees can seek the type of assistance that most suits them by choosing from a number of preset benefit options within the points they have. Livelihood support, capacity development, childrearing, nursing care, social contributions, hobbies, etc.	Oct. 2001	All employees	All employees	All employees
Benefit program to support employees' environmental protection and social contribution activities	As part of the Mazda Flex Benefit System, employees can apply their points toward compensation for the costs incurred during volunteer activities they perform. This system is also extended to employees who take a leave of absence to participate in JICA activities.	Oct. 2001	12 instances 297,500 yen	10 instances 221,800 yen	22 instances 312,600 yen
Promotion of planned use of paid leave	Labor and management cooperate to streamline and standardize work processes, helping to create an environment in which employees take the initiative in planning for and using their paid vacation days (vacation may be taken in 0.5-day increments).	Ongoing	Rate of vacation day use: 89% Average of vacation days taken: 17.1 days	Rate of vacation day use: 91% Average of vacation days taken: 17.3 days	Rate of vacation day use: 86% Average of vacation days taken: 16.4 days

<sup>\*1</sup> Operated under a different system before August 2008.<sup>\*2</sup> The number of beneficiaries increased following the heavy rain in July 2018.<sup>\*3</sup> The number of beneficiaries increased due to the effect of special measures against COVID-19.

## Mazda Mutual Aid Union\*1

The Mazda Mutual Aid Union has its foundations in the spirit of mutual assistance for all members\*2. Funded by mutual membership fees (from both members and the Company) as well as special contributions from the Company, this organization provides a range of assistance to its members and their families.

### Marriage and Childbirth Support

- Payments of gift money for marriage and childbirth  
15,000 yen is paid upon marriage, and 5,000 yen per child is paid upon childbirth

### Long-Term Care Support

- Long-term care leave payments  
30,000 yen/month will be paid to members who take leave under the long-term care leave system (If payment continues for more than three months, 100,000 yen/month will be paid for the months after first three months)
- Family long-term care relief payments  
50,000 yen/year will be paid to members whose dependent, or child who has not yet reached the first March 31 after his/her eighteenth birthday, is in a state requiring long-term care (as defined by the Ministry of Health, Labour and Welfare) for a continuous period of one year or more

### Education Support

- Payment of subsidies for raising disabled children  
50,000 yen/year will be paid in support of child development to members whose child possess a grade 2 disability or higher

### Support During Disasters, etc.

- Payments of money as condolence following a disaster  
Up to 160,000 yen will be paid in condolence if a member or his/her parents' home is adversely affected by a disaster

### Other Support

- Injury/sickness leave payments, long-term medical relief payments, and injury/sickness leave special payments  
5,000 yen will be paid each time a member takes leave of one month or more for injury or sickness  
30,000 yen/month will be paid for a long-term (three months or more) period of leave (if long-term leave results in the member not receiving his/her bonus the member will receive a special payment of up to 100,000 yen)
- Financial aid for advanced medical treatment
- Monetary condolence gifts and farewell gifts, financial support for survivor's pensions funds and scholarship pension funds, etc.

## Industrial Relations

Mazda has a standing labor agreement with the Mazda Workers' Union.\*3 The Company build relationships in which everyone thinks and works together with the Union to build environment contributing to all stakeholders. The Company and the Union held discussion on such themes as personnel affairs, production and sales once or twice a month.

A discussion with the Mazda Workers' Union is also held regarding operation changes which may have a significant impact. The information about operation changes should be shared with employees with sufficient lead time. Moreover, various measures for discussion with labor are ready in entire Mazda Group to maintain and develop positive labor relations.

- Group companies in Japan  
Regularly exchanges information and engages in active discussions with the Federation of All Mazda Workers' Unions.
- Group companies oversea  
Measures for discussion with labor are ready based on the labor practices in each country and region. (There was no collective labor dispute in FY March 2021.)

\*1 Initiatives at Mazda Motor Corporation

\*2 Executives and regular employees, as well as those approved by the governing board

\*3 Membership is around 90% of Mazda employees.

## Occupational Safety and Health

Under its Safety and Health Creed, Mazda is making group-wide efforts to develop people, workplaces, and mechanisms that ensure the safety and health of the employees. In FY March 2020, Mazda launched a new three-year plan and globally promoted all participating-type activities under the three pillars that support the realization of a proactive and enjoyable workplace. The Company believes that it will help invigorate employees and improve their work performance, also leading to the fulfillment of Mazda's Corporate Vision.

### Safety and Health Management System

Mazda has established the General Safety and Health Committee, whose members include management (executive officer in charge of safety, general managers of each division and independent department) and labor representatives (Mazda Workers' Union\*<sup>1</sup> leaders.) The committee members meet to discuss each year's action plan and priority measures concerning safety and health. Based on the decision made by the committee, division/independent department general managers take the lead in promoting occupational safety and health activities taking into account the work characteristics and risks of each workplace.

### Coordination with Group Companies

Mazda offers proactive support to its Group companies in Japan and overseas by such means as sharing information on its activities, observing and giving guidance to each workplace, and providing education. Notably, the Company shares Mazda's safety and health management system, machinery, equipment and environmental standards, and improvement examples with overseas production sites while considering the laws and regulations as well as labor practices of the countries and regions. In so doing, Mazda implements safety and health management that is standardized across the Group. In connection with these activities, three overseas plants have obtained ISO 45001 certification, which is an international standard for occupational safety and health management systems, and other plants operate an occupational safety and health management system that is based on ISO 45001 or other standards.

### Safety and Health Management System (SMS)

Mazda implements voluntary and continuous safety and hygiene management through its occupational safety and health management system with the aim of reducing the potential risks for work-related accidents, enhancing overall levels of safety and hygiene standards, and achieving the industry's lowest-level workplace accident occurrence in Japan. The results in FY March 2021 are shown in the right figure (k). The lost-time injury frequency rate has remained at low levels over the past five years. Since 2019, Mazda has established a system to carry out audits focusing on risks that may easily lead to a serious accident, thereby improving the performance of its occupational safety and health management system.

#### Risk Assessments

Mazda conducts risk assessments in all divisions, including manufacturing, product development, administration and office operations, to identify and evaluate the potential risks of disasters, diseases and fire and implement appropriate countermeasures. Through these efforts the Company reviews and identifies risks each year, improving the level of workplace safety. Moreover, Mazda has established a system under which, when chemical substances and/or machinery equipment are newly introduced, the division in charge of procurement identifies the possible risk source in advance and takes appropriate measures and then communicates the information to the division that uses these substances or equipment. Particularly regarding chemical substances, since FY March 2020, the Company has introduced a system to create a database of Safety Data Sheets (SDSs)\*<sup>2</sup> for management of these substances so as to implement risk assessment and provide information in a reliable manner.

### i Safety and Health Creed / Three-Year Plan "One Mazda Movement for an Enjoyable Workplace"

#### Safety and Health Creed

For workers, safety and health are essential assets. Our people are our most valuable resource, and we are committed to keeping them safe.

#### One Mazda Movement for an Enjoyable Workplace The Three-Year Plan

Policy: Realize a proactive and enjoyable workplace\* by accomplishing safety and health activities initiated by individuals and divisions.

Slogan: Safety and health first in One Mazda, 24 hours a day

#### Three pillars of activities

- 1) Development of human resources with heightened sensitivity
- 2) Realization of a safe, secure and comfortable working environment
- 3) Activities on a global basis

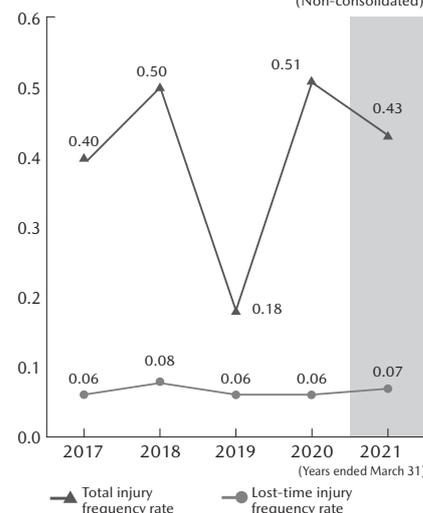
\* Proactive and enjoyable workplace: A workplace where intensive problem-solving activities are implemented, taking into account the division's characteristics, and where individual employees work as a team harmoniously led by their manager, so that individual employees and the organization are both invigorated.

### j Global lost-time injury frequency rate\*

FY March 2021	0.32
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\* Lost-time injury frequency rate: The number of lost-time accidents per million person-hours worked.  
Scope of data collection: Mazda Motor Corporation, eight Group companies in Japan, and five overseas production sites (Subsidiaries and equity-method Group companies that promote safety and health initiatives are included in the scope of data collection.)

### k Injury Frequency Rate (see p. 135) (Non-consolidated)



Total injury frequency rate:  
The number of lost-time and non-lost-time accidents in Mazda Motor Corporation per million person-hours worked.

Lost-time injury frequency rate:  
The number of lost-time accidents in Mazda Motor Corporation per million person-hours worked.

Subject to independent third-party assurance

\*1 Membership is around 90% of Mazda employees.

\*2 A Safety Data Sheet is a document used when chemical substances and chemical mixtures are transferred or offered to others to provide information on their physical properties, potential risks and harmfulness, as well as instructions for safe use of these chemical substances.

## Education and Training Concerning Occupational Safety and Health

To develop human resources with heightened sensitivity toward occupational safety and health, which is one of the three pillars of its activities, Mazda strives to improve safety and health education and training. The Company places particular emphasis on training to enhance employees' risk sensitivity and organizes safety education seminars<sup>\*1</sup>, risk simulation training<sup>\*2</sup> and KYT (risk prediction training) for all the divisions, including production, development, management and administration. Mazda also supports Group companies in Japan and overseas, suppliers (Toyukai Affiliated Corporation<sup>\*3</sup>), and collaborating companies within the Company premises in conducting education and training programs on safety and health in order to develop safety-conscious human resources across the Mazda Group.

## Mental Health Measures<sup>\*4</sup>

In 2003, Mazda declared its commitment to active cooperation between labor and management to promote employees' mental health in the Warm Heart Declaration, and formulated the Mazda Warm Heart Plan. In 2007, labor and management, including managements, respective divisions, Company doctors and occupational health nurses, and the Mazda Worker's Union, cooperated to establish the Mental Health Project and construct a Company-wide support system.

### Consultation System

Mazda has established a system to provide consultations by Company doctors and health advisors. Not only for employees at Mazda Head Office, but also for employees dispatched to other companies in Japan and overseas, the Company offers on-site healthcare consultations and consultations via telephone-, web- and video-conference systems to support their health maintenance.

### Education and Training

Mazda holds "listening skills, coaching and assertion training" and "advanced training based on case studies" targeting newly appointed managers, and self-care training targeting third-year employees, on a regular basis. The Company also offers training by division on demand of the workplace. In addition, information is periodically provided to managers regarding the important points of mental health measures.

### System for Supporting Employees Returning to Work

The Company is also making efforts to support employees who have taken time off from work not to be absent again by improving measures to support them in getting back to work. The measures are such as the reduce work hour system, a system of allowing them to return to workplaces on a trial basis, and follow-up consultations after their reinstatement.

### Vitality Checkups (Stress Check System)

Prior to the legislation requiring companies to implement the stress check system (that came into effect in December 2015), in 2008 Mazda introduced occupational stress diagnoses known as "vitality checkups" for employees to reveal individual and organization-level risks. Employees use the results of individual diagnoses to grasp and manage their own health conditions. The result for organization-level is shared with the respective divisions. Based on the results of these diagnoses, each division promotes the complete checkups for workplaces<sup>\*5</sup> which will facilitate workplace improvements to prevent mental health problems.

## Contents of Education and Training Programs Concerning Occupational Safety and Health (FY March 2021)

Contents	(Non-consolidated)	
	Number of training participants	
Safety and health training prescribed by the Occupational Safety and Health Law	3,896 (including 332 from Group companies and suppliers)	
Training for achieving zero accidents (prediction trainer training, etc.)	275	
Capacity-building training for dangerous or hazardous work engaged persons (forklift operation, etc.)	797	
Training for safety and health managerial and supervisory personnel (for newly appointed personnel)	170	
Practical first aid training (including AED use)	209	

## Number of Participants in Mental Health Training

	(Non-consolidated)		
	FY March 2019	FY March 2020	FY March 2021
Training for newly appointed managers	177	186	214
Training for managers (advanced)	39	76	104
Training for third-year employees (Self-care seminar)	217	256	— (postponed by infection prevention)
Training by division (at the division's request)	945	357	328

## Organizational Diagnosis in Vitality Checkups (Comprehensive Health Risk and Comprehensive Health Degree of the Organization)

	(Non-consolidated)		
	FY March 2019	FY March 2020	FY March 2021
Comprehensive health risk <sup>*1</sup>	90	87	87
Comprehensive health degree of the organization <sup>*2</sup>	52.4	52.5	52.5

\*1 An indicator of health effect (risk), based on workload/discretion/support conditions. The above figures are calculated assuming the national average value (announced by the Ministry of Health, Labour and Welfare) to be 100. (A smaller value indicates a smaller risk.)

\*2 An indicator of the organization's current health degree, based on the stress response and work engagement. Expressed as a deviation value.

\*1 The seminars feature panel exhibitions showing Mazda's safety chronology that summarizes past serious accident cases and safety activities that Mazda implemented so far, to help employees reflect on the Company's safety activities and past accidents, raise their awareness and obtain new knowledge, which will be helpful to safety management in the future.

\*2 The training is intended to improve employees' sensitivity toward risk, through simulations of various potential risks in their workplaces.

\*3 The Toyukai Affiliated Corporation consists of 62 vehicle parts and equipment companies that are direct or indirect trading partners with Mazda, and is a union organization that actively engages in initiatives with a constant awareness of the need to put "quality first." It was founded in 1952 by Mazda and 20 collaborating companies that have trading relationships with the Company, with the aim of promoting friendly relations among members and improving welfare, as well as developing a system for cooperating with Mazda. The Company offers advice and support to this group from a safety viewpoint by introducing safety information and inviting safety training provided by Mazda.

\*4 Initiatives at Mazda Motor Corporation

\*5 Activities in which all members of a workplace participate to identify points needing improvements and make proposals for improvements, and assess their working environment from a broad perspective, thereby improving it by using clear and simple procedures. Implemented since FY March 2017.

## Measures to Prevent Lifestyle-Related Diseases\*1

To alleviate and prevent lifestyle-related diseases, including metabolic syndrome, Mazda carries out various activities, such as non-smoking measures, promotion of walking, and holding seminars on these themes.

### Promotion of Non-Smoking Measures

Mazda has set a long-term target of reducing the percentage of smokers in the Company to 25%. To achieve this target, Mazda offers full individual support and promotes a nonsmoker-friendly environment. A Company-wide smoke-free day has been implemented once a month. In addition, the provision of outside smoking areas is promoted to prevent passive smoking.

### Promotion of Walking

To help employees improve their health, Mazda promotes various measures to encourage walking. These include:

- Eco-Walk Commuting Program (with allowance payments)
- Mazda Active Walking, a walking activity using "PepUp," which is a personalized website jointly operated with the Mazda Health Insurance Society

## Health Maintenance and Improvement

To maintain and improve the health of its employees, Mazda promotes measures to prevent and mitigate mental health problems and lifestyle-related diseases. Also, company-wide health improvement activities are under way emphasizing the reduction of health risks, by providing guidance and education based on the results of health checkups, taking aging countermeasures, supporting related activities at domestic Group companies, and offering health maintenance support for employees dispatched to other companies overseas.

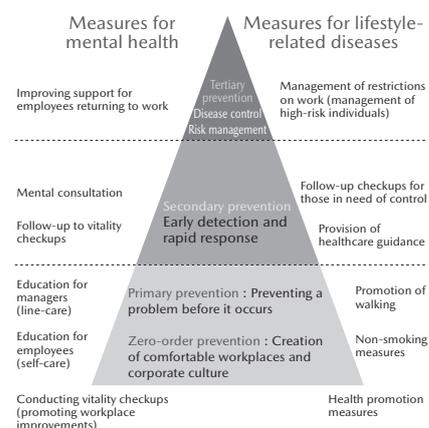
## Health Checkups\*1

In addition to legally prescribed health checkups\*2 for all employees, Mazda carries out comprehensive medical checkups\*3 covering a variety of areas for employees when they reach the ages of 25, 30, and 35, and when they pass the age of 40. Furthermore, the Company conducts complete physical checkups, including gastroscopy and abdominal ultrasonography, for employees when they reach the ages of 50, 54, and 58. Based on the results of these health checkups, Company doctors determine if employees can continue to work or not. Mazda also promotes employees' health by offering personal health guidance and education by Company doctors and health advisors.

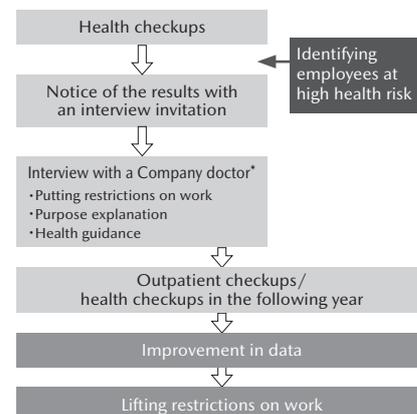
## O Data on Measures to Prevent Lifestyle-Related Diseases

		(Non-consolidated)		
		FY March 2019	FY March 2020	FY March 2021
Non-smoking promotion activities	Percentage of employees who smoke	29.2%	28.7%	27.7%
Walking activities	Number of participants in Mazda Active Walking	5,684	5,920	4,224

## P Measures for Health Risk



## Q Healthcare Guidance Data



\* After the interview results are confirmed by the employee, these results are also reported to the employee's manager.

		(Non-consolidated)		
		FY March 2019	FY March 2020	FY March 2021
Personal guidance on the basis of health checkup results (including specific health guidance)		1,738	2,041	1,488

\*1 Initiatives at Mazda Motor Corporation

\*2 Checkup items: Height, chest circumference, chest X-ray, blood test, urinalysis, electrocardiogram, etc.

\*3 For employees who reach the age of 30, 35, and 40 and above, breast cancer and uterine cancer examinations are available with comprehensive medical checkups upon request. Checkups of the brain, the lungs, etc. are offered as paid options.

## Health Risk Measures\*<sup>1</sup>

The business climate has undergone various changes, including the globalization of workplaces and an increase in the number of people who are continuously employed after retirement. Giving consideration to these changes, Mazda strives to establish a system to appropriately assess and deal with the health risk of employees from the perspectives of risk prevention and management.

### Infection Prevention Measures

In view of various risks related to infectious diseases, Mazda takes appropriate measures in accordance with the relevant laws and regulations, including the Infectious Disease Control Law. To prevent infectious diseases, Mazda, at its expense, provides employees dispatched to other companies overseas and their accompanying spouses with necessary vaccinations, such as hepatitis A and tetanus, taking into account the risk status of each country or region. The Company also provides pre-overseas assignment education which incorporates information on how to prevent infectious diseases, such as malaria and tuberculosis. Regarding influenza, in FY March 2020, the Company launched a system to cover part of the expenses paid by employees for flu vaccinations to prevent mass flu infection at workplaces.

#### [Specific Examples]

##### ■ Actions against the Spread of the Novel Coronavirus (COVID-19)

Mazda opened a portal for infection response and prevention on its Intranet in order to communicate correct information to all the employees. To eliminate their anxieties, the Company has prepared and distributed a response flowchart in Japanese and English to clearly indicate how employees should respond when they feel that they are in poor physical condition. The flowchart is updated and distributed as needed. Also, alcohol disinfectants have been supplied to every workplace to ensure that all employees sanitize their hands. If an employee is confirmed to be infected, the Company responds to him/her individually and quickly to prevent the spread of infection and clusters. Workplace vaccination drives have been also held for employees of Mazda and its Group companies and their families upon request. In the future, Mazda will continue to protect the health and safety of its employees by constantly striving to reinforce prevention-conscious behavior and actions against the spread of COVID-19.

### Measures for Employees at High Health Risk

Mazda has established a system to take appropriate measures for employees at high health risk for heart diseases and cerebrovascular diseases. The Company also promotes activities to clarify the assessment indexes, such as the process of determining high-risk individuals by multiple Company doctors based on relevant data, and to establish a follow-up system to care for high-risk individuals after their health checkups, through collaboration among the person in question, the Company doctor and other members of the workplace.

\*1 Initiatives at Mazda Motor Corporation