

Promoting Diversity and Inclusion, and Enhancement of Employee Engagement



Progress in FY2023

Percentage of female administrative and engineering staff*1
[FY2022: 13.1%] **13.7%**

Percentage of male employees taking childcare leave*2
[FY2022: 68.4%] **70.6%**

Percentage of employees with disabilities
[FY2022: 2.33%] **2.55%**

- Conducted a survey on attitudes toward diversity and work-life balance
- Implemented training on managers promoting male paternity leave

*1 Percentage of assistant managers

*2 The rate of people taking childcare leave and other leave for the purpose of childcare was calculated according to the Child Care and Family Care Leave Act.

<Related pages>

P12 MITSUBISHI MOTORS' Materiality
P16, P18 Materiality
P65 Human Resources Management
P122 Human Resources-Related Data

styles that are less location- and time dependent. To leverage diverse human resources to create value, we are creating a working environment that helps individuals maximize their capabilities. In this way, we aim to achieve increases both in work productivity and quality of life, helping to realize a better work-life balance.

Diversity Promotion Policy

We aim to grow sustainably while responding to the significant changes in the business and market environment resulting from diversifying customer needs and technological innovation. To this end, it is important for employees with different values and ideas to work together to create automobiles with new appeal and value. With respect for employee diversity including race, nationality, ethnicity, gender, sexual orientation, gender identity, age, presence of disability, or religion, we are making efforts to create environment where each person can energetically work without difficulty.

To promote and achieve diversity, we are pursuing Di@MoND activities by the Diversity Promotion Office based on the "Diversity Promotion Policy" we established in July 2014. By embracing diversity, our aim is to leverage employees' diverse characteristics in a manner that will contribute to the mutual growth of

the Company and each individual employee. Initially, Di@MoND activities prioritized women's participation and advancement in the workplace. Now, we are also working to provide working environments that are comfortable for all.

▶ Data (p. 122-123): Number of employees, number of employees by region, number of locally hired managerial employees at overseas subsidiaries, status of female managers, status of female executives, employee makeup, number of new graduates hired, number of mid-career employees

Building a Better Place to Work

Promoting Location-Free Work Arrangements

We introduced a telecommuting system in FY2021 with the aim of encouraging a work-life balance for each employee by enabling them to work more efficiently and flexibly. After the Japanese government reclassified COVID-19 as a Category 5 infectious disease in May 2023, we established a rule that people working in office positions should come to the office two days a week. The use of this program has continued to expand, and employee surveys have shown that working both at home and in the office allows

Basic Approach

Work-Life Balance

MITSUBISHI MOTORS believes in the importance of realizing an environment where each and every person can perform meaningful work and demonstrate his or her abilities, and where people can work enthusiastically and in good health, both physically and mentally.

The COVID-19 pandemic has prompted us to challenge the conventional approach toward "going to the office" to work, instead encouraging more flexible work

Diversity Promotion Policy

We aim to respond to change and heighten organizational capabilities by incorporating diverse viewpoints and approaches through the different abilities and characteristics of each employee. In this way, we will create vehicles offering new levels of attractiveness and value. We are promoting Di@MoND (Diversity @MITSUBISHI MOTORS New Drive) activities to create an environment where employees can maximize their individual abilities and play an active role.



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them to take advantage of the characteristics of each environment and boosts levels of engagement. MIT-SUBISHI MOTORS believes that we are getting closer to our original goals in establishing this system.

With the recent growth in competition for employees, we have been considering the introduction of location-free working arrangements. We believe this more flexible work style could provide a framework for attracting highly specialized personnel and help us promote and maintain the employment of people with disabilities. We are flexible in our administration of the telecommuting system for employees who have childcare or nursing care commitments that re-

strict their ability to be physically present in the office, helping them to maintain a good work-life balance.

Introducing Flexible Working Styles in Consideration of Childcare and Family Nursing Care

We are enhancing our work-life balance assistance programs to accommodate the diverse work styles and life events of our employees. In FY2017, we introduced the telecommuting and accompanying leave systems. In FY2018, we established the "Work-life Balance Support Concierge" within the Company, from which employees can seek advice on the programs suitable for their individual childcare and nursing care

needs. Following feedback from employees, we relaxed the criteria for child nursing leave, short-term nursing care leave and the telecommuting system. We are also utilizing the telecommuting system to create an environment that fosters more productive and highly flexible working styles.

▶ Data (p. 123-124): Number of persons taking childcare leave and retention rate of returnees, number of persons who utilize major programs to promote work-life balance

Supporting Employees to Balance Work and Childcare

We actively support employees who seek to balance work and childcare.

We have established on-site daycare centers at our facilities. Dia-Kids Okazaki was opened at the Okazaki site in April 2017, followed by Dia-Kids Tamachi at our head office building in February 2019. Since FY2023, we have also offered "childcare counseling" by staff from both centers to all employees, providing individual consultations about childcare for employees and their families online or by phone.

On the working environment development front, to further encourage male employees to take childcare leave in accordance with the enforcement of the revised Childcare and Family Care Leave Act, in FY2023 we continued with training for managers, conducted seminars for expectant fathers and mothers, and offered e-learning programs. In addition, we are promoting initiatives

List of work-life balance assistance programs

Programs		Overview
Childcare	Pregnancy leave	Can be taken for the designated period of time applied for in advance, between becoming pregnant and the day prior to maternity leave (may be taken multiple times)
	Maternity leave	Six weeks prior to birth and eight weeks after birth
	Spousal maternity leave	When a spouse gives birth, the employee can take up to two days of leave between the day before and 14 days after the date of birth or expected date of birth.
	Childcare leave	Can be taken up to the end of April of the following fiscal year after the child's third birthday
	Leave to care for newborns	Up to four weeks of leave can be taken within eight weeks of the (expected) date of birth. Partial employment during the leave period is also possible.
	Child nursing leave	Can be taken until the end of the fiscal year of the child's 12th birthday (one child: up to 5 days; two and over: up to 10 days; first five days are paid in both cases)
	Reduced working hours for childcare	Four-, five-, six-, or seven-hour work shifts can be chosen until the end of the fiscal year of the child's 12th birthday (combined use with the flextime system is also available)
Nursing care	Nursing care leave	Aggregate total of three years can be taken per person receiving nursing care
	Short-term nursing care leave	If one person receiving nursing care: up to 5 days; if two or more people receiving nursing care: up to 10 days (first five days are paid in both cases)
	Reduced working hours for nursing care	Available until the reason for the nursing care no longer exists. Employees can elect to work, four-, five-, six-, or seven-hours per day, and are also eligible for flextime work.
Miscellaneous	Life plan leave	Employees can take up to 10 days leave per year for various predefined purposes such as receiving treatment for non-work-related injury/illness, caring for family, childcare, infertility treatment, participating in volunteer activities, and language studies
	Accumulation of unused paid leave	Employees can accumulate unused annual paid leave up to four days per year to a maximum of 40 days which can be used for predefined purposes. (E.g., receiving treatment for non-work-related injury/illness, caring for family, childcare, participating in volunteer activities, and infertility treatment)
	Flextime system	System that lets employees set their own working hours with no core time under predefined conditions on prescribed work days
	Telecommuting system	System that allows employees to work from a location other than their own or family home, as long as certain conditions are met, and to pay an allowance
	Reemployment system	Eligible for employees who resigned due to pregnancy, the birth of a child, childcare, nursing care, marriage, moving due to spouse work transfer, or other reasons recognized by the Company, with an applicable period within five years after resignation
	Accompanying leave	Temporary leave system for employees to accompany spouses who have been transferred in Japan or overseas or are studying abroad, with an applicable period of from one month to five years



Dia-Kids Tamachi, a nursery school for employees (within the head office building)



Dia-Kids Okazaki (within the Okazaki site)



aimed at bringing the rate of male employees taking childcare leave close to that of female employees.

Supporting Employees to Balance Work and Nursing Care

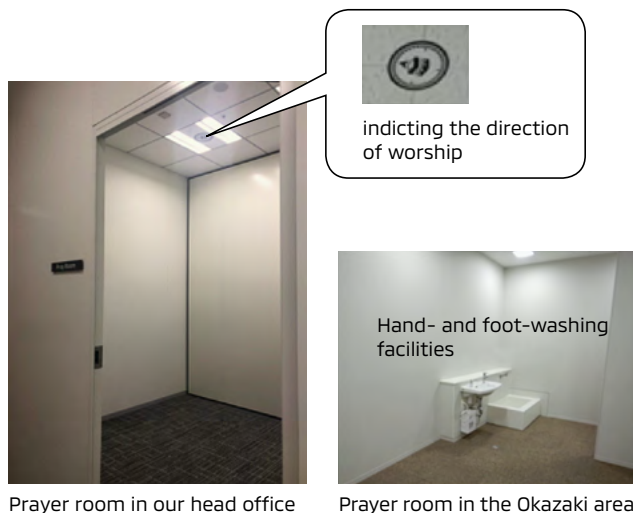
As society ages, we believe it is important to help employees balance work and nursing care.

MITSUBISHI MOTORS has established a contact point that employees can use to contact nursing care specialists by e-mail or telephone as needed, and we continues to offer nursing care on-demand video seminars where employees can learn basic knowledge about balancing work and nursing care from outside lecturers.

In addition, in FY2023 we launched a new initiative, "short videos on nursing care," which cover key points of nursing care and can be viewed when convenient.

Creating an Environment That Welcomes Non-Japanese Employees

As part of the support offered to our workforce of non- Japanese employees, which is increasing year by year, we have established prayer rooms at our head



Prayer room in our head office

Prayer room in the Okazaki area

office and Okazaki sites that are available to people of all religions and denominations. These rooms are open to customers, suppliers and other stakeholders who visit our sites. A facility for cleansing parts of the body before worship has also been set up in the prayer room at the Okazaki site.

▶ Data (p. 122): Number of employees by region, number of locally hired managerial employees at overseas subsidiaries

Promote LGBTQ Awareness

Our human rights policy* defines "respect for human rights of our stakeholders" and states that we will not tolerate unfair discrimination or harassment based on such factors as gender, sexual orientation or gender identity, and will respect diversity. Furthermore, the MITSUBISHI MOTORS Global Code of Conduct, which all employees and executives are bound to comply with, clearly states: "Respect Human Rights and Diversity, Provide Equal Opportunity."

Based on these ideas and policies, we are striving to improve the workplace environment and internal systems in order to create a comfortable working environment where LGBTQ people can play an active role in the Company. In our employee system, the definition of marriage includes same-sex relationships, and employees in such relationships can take marriage and child-

care leave and use Company housing. Since FY2018, we have held seminars to help provide basic knowledge to aid in accurately understanding LGBTQ issues and increasing supporters known as "Allies." Approximately 125 people attended the seminar in FY2023. Some 9,381 employees took part in e-learning. Upon request, employees who have taken the course can receive "ally stickers" to make the promotion more visible.

* See our website for details of our human rights policy. [\[WEB\] https://www.mitsubishi-motors.com/en/sustainability/society/human_rights/pdf/human_rights_policy.pdf](https://www.mitsubishi-motors.com/en/sustainability/society/human_rights/pdf/human_rights_policy.pdf)

Participating in Initiatives Outside the Company

We have pledged our support to the Business for Marriage Equality campaign, which invites companies to join us in calling for equality in marriage.

Business for Marriage Equality is a campaign spearheaded by three Japanese non-profit organizations in an effort to visualize companies that support the legalization of same-sex marriage. We actively strive to fulfill its social responsibility and contribute to the achievement of the United Nations Sustainable Development Goals (SDGs). By endorsing this campaign, we aim to further contribute to SDGs goals 5 (Gender Equality) and 10 (Reduced Inequalities).

Securing/Cultivating a Diverse Workforce

Implementing a Flexible Total Rewards Strategy and Structure

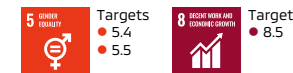
To secure a diverse and broad range of human resources, we have introduced a role grading system as part of our management grade/compensation system.

The role grading system clarifies the link between roles and compensation, allowing employees to receive appropriate compensation according to their roles, making it possible to treat employees according

TOPICS

Awarded PRIDE Index Gold Rating

In the PRIDE Index, which was designed by "Work with Pride" as a criteria for evaluating initiatives related to LGBTQ and other sexual minorities in the workplace, we have been consecutively awarded Gold certification since FY2018. We will continue to create workplace environments that are friendly for all employees.



to the roles they are truly required to play, regardless of seniority. This arrangement makes it easier to secure, both internally and externally, the human resources needed for the Company's sustainable growth, in an environment where customer needs are diversifying and the market and business environment are changing markedly due to technological innovation and other factors.

Going forward, MITSUBISHI MOTORS plans to further invigorate the operation of the role grading that we have introduced, so that we can respond flexibly to changes in the surrounding environment.

Developing Vibrant Workplaces in Which Employees Appreciate Their Differences to Fulfill Their Potential

To promote the creation of an environment in which diverse human resources can play an active role, we are considering and implementing new initiatives to complement our existing activities.

In employing people with disabilities, in addition to promoting employment at special-purpose subsidiaries, the human resources and other internal departments are working together to encourage the employment and retention of people with disabilities at MITSUBISHI MOTORS itself, in order to promote inclusion in more workplaces. In addition, will review the nature of employment and working conditions, including the employment period, so that senior human resources can be more active than ever before. In the production division, we will work to create less-demanding jobs for senior personnel, while upgrading facilities to provide a comfortable working environment. In addition, we are plan to update and introduce IT tools in office divisions.

Promoting Women's Participation and Advancement in the Workplace

We promote "women's participation and advancement in the workplace" as a priority issue. Since 2014, we have been selecting female managers and manager can-

didates to join the Working Women's Empowerment Forum, led by the Japan Institute for Women's Empowerment & Diversity Management. From 2017, we have also been sending manager candidates to seminars hosted by the Aichi Gender Equality Foundation.

Based on the Act on the Promotion of Women's Active Engagement in Professional Life, in April 2024 we formulated an action plan to promote women's advancement. We are working to close the gaps in the female manager ratio and the ratio of women to indirect employees by March 2029.

Action Plan to Promote Women's Advancement [PDF](#) [5MB] (only in Japanese)

▶ Data (p. 122): Status of Women Promoted to Management and Executive Positions

TOPICS

Inclusion in the "Morningstar Japan ex-REIT Gender Diversity Tilt Index"

MITSUBISHI MOTORS has been selected as one of the constituent stocks in the "Morningstar Japan ex-REIT Gender Diversity Tilt Index," which was designed by Morningstar for environmental, social, and governance (ESG) investing.

We rated in "Group 1," the highest rating on a five-tier scale, in an index that focuses on companies with a well-established gender diversity policy that is ingrained in their corporate culture and that promise equal opportunities for employees regardless of gender.

Promoting Employment of People with Disabilities

Aiming to achieve a workplace where everyone can work, we actively hire people with disabilities in a wide range of occupations. In FY2023, the percentage of employees with disabilities at MITSUBISHI MOTORS (Non-consolidated) was 2.55%, which exceeds the statutory level. We will continue to promote additional employment while improving the work environment.

On a non-consolidated basis, MITSUBISHI MOTORS employ 190 people with disabilities, including

physical, mental and intellectual abilities. We have installed multi-purpose toilets that are accessible for ostomates and wheelchair users, and are working to create a workplace that takes into consideration employees with disabilities.

We also promote the employment of people with disabilities through MITSUBISHI MOTORS WING (In January 2024, this subsidiary changed its name.), a special-purpose subsidiary established as MMC WING in April 2007. This company employs a total of 70 workers with intellectual, physical, and mental developmental disabilities at the Okazaki and Mizushima plants, as well as the Kyoto Plant, as of October 2023. Now in its 17th year since establishment, MITSUBISHI MOTORS WING has received many inquiries about employment from "Hello Work" Public Employment Security Offices, the prefectural employment and support center for disabled persons, and special needs schools, and has established a high profile in the region. To help support the employment of people with disabilities, we proactively accept requests from employment support facilities and special needs schools to try on-site training, teaching people with disabilities opportunities about group activities and work processes.

Also, as the presence of supportive instructors is essential for promoting and providing stable employment for people with disabilities, in FY2021 we started to offer an internship program for university students preparing for employment to help them understand the work of instructors as an opportunity to come into contact with a diverse range of people and occupations.

▶ Data (p. 124): Employment of people with disabilities

Increasing Employment of Senior Workers

With the goal of handing down skills and technologies and securing a talented workforce that makes the most of its knowledge and experience, we operate a program to continue employing senior workers after their retirement. As of March 2024, there were 848 reemployed workers, engaged in handing down techniques and training the next generation.