

# Promoting Diversity and Inclusion, and Enhancement of Employee Engagement

Progress in FY2024

6.4%

Female manager ratio\*1  
[FY2023: 6.3%]

69.6%

Percentage of male employees taking childcare leave\*2  
[FY2023: 70.6%]

2.72%  
(As of March 2025)

Percentage of employees with disabilities  
[FY2023: 2.55%]

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

\*1 Ratio is calculated based on the number of all managerial employees, including Corporate Officers in the non-consolidated.

\*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.

## Basic Approach Work-Life Balance

The Group recognizes the importance of realizing an environment where individual finds purpose in their work, can fully demonstrate their abilities, and maintains both physical and mental well-being is a critical priority.

With this understanding, we are creating a working environment that enables individuals to maximize their capabilities and supports the realization of a work-life balance that allows for both increased productivity and improved quality of life, thereby linking the active participation of diverse human

resources to value creation. We promote flexible work styles unconstrained by location or time by developing systems such as flextime and remote work, as well as support measures for balancing work and personal responsibilities, such as shortened working hours and various leave and absence programs.

## Diversity Promotion Policy

The Group aims 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 an environment where each person can work energetically without difficulty.

To promote and achieve diversity, we established the Diversity Promotion Office based on the “Diversity Promotion Policy” formulated in 2014, and are pursuing Di@MoND activities. 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. We are working to create an environment in which all employees can work comfortably and find their work rewarding.

### Reference

**Diversity Promotion Policy**  
[https://www.mitsubishi-motors.com/en/sustainability/strategy/policy\\_guideline/index.html](https://www.mitsubishi-motors.com/en/sustainability/strategy/policy_guideline/index.html)

**Human Resources-Related Data:** 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  
<https://www.mitsubishi-motors.com/en/sustainability/esg/report/pdf/report-2025/sustainability2025-esg-employee.xlsx>

## Building a Better Place to Work

### Promoting Location-Free Work Arrangements

At MITSUBISHI MOTORS, we have introduced a telecommuting system to help each employee work more efficiently and flexibly and achieve a better work-life balance.

While the system is used widely on an ongoing basis, we operate it flexibly in a full-remote format for employees who have unavoidable circumstances, such as childcare or nursing care, that restrict them from commuting to the office in order to help them avoid losing work opportunities and maintain work-life balance. On the other hand, we recognize that coming into the office fosters face-to-face communication within teams, which can lead to generating new ideas and provide opportunities to acquire knowledge and skills. For this reason, we are working to realize a better work style by balancing in-office and remote work to support more effective and efficient employee growth.

In addition, from the perspective of creating flexible work styles that support both work and personal responsibilities, such as childcare and nursing care, we are enhancing various support systems to help employees balance work and life. 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. Feedback collected through the concierge service is used to improve programs and their operation, helping to create an environment that enables more flexible working styles.

### Reference

**Human Resources-Related Data:** Number of persons taking childcare leave and retention rate of returnees, number of persons who utilize major programs to promote work-life balance  
<https://www.mitsubishi-motors.com/en/sustainability/esg/report/pdf/report-2025/sustainability2025-esg-employee.xlsx>

Supporting Employees to Balance Work and Childcare

The Company actively supports 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.



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



Dia•Kids Okazaki (within the Okazaki site)

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, we continue implementing training for managers, conducted seminars for expectant fathers and mothers, and offered e-learning programs. Furthermore, in FY2024, we rolled out video content for manager training, seminars for expectant fathers and mothers, and return-to-work seminars after childcare leave, establishing an environment that allows employees to view the content at their convenience. In addition, we are promoting initiatives 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. We have established a contact point that employees can use to contact nursing care specialists by e-mail or telephone as needed, and we continue 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, we have rolled out “nursing care short videos” that explain key points about nursing care and can be viewed at a time convenient for each employee.

**Reference** List of work-life balance assistance programs  
<https://www.mitsubishi-motors.com/en/sustainability/society/workstyle/index.html>

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 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.

**Reference**  
**Human Resources-Related Data: Number of employees by region, number of locally hired managerial employees at overseas subsidiaries**  
<https://www.mitsubishi-motors.com/en/sustainability/esg/report/pdf/report-2025/sustainability2025-esg-employee.xlsx>



Promote LGBTQ Awareness

The Company’s 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 childcare leave and use Company housing. Additionally, we have held seminars and offered e-learning

to help employees gain an accurate understanding of LGBTQ issues and to increase supporters known as “Allies.” In FY2024, approximately 485 employees participated in the seminar led by external lecturers, which has been held since FY2018 to promote understanding with some 9,259 employees taking part in e-learning. Upon request, employees who have taken the course can receive “ally stickers” to visibly show their support as allies.

Reference

**Human Rights Policy**  
[https://www.mitsubishi-motors.com/en/sustainability/strategy/policy\\_guideline/pdf/human\\_rights\\_policy.pdf](https://www.mitsubishi-motors.com/en/sustainability/strategy/policy_guideline/pdf/human_rights_policy.pdf)  
**External Evaluation: “PRIDE Index”**  
<https://www.mitsubishi-motors.com/en/sustainability/strategy/evaluation/index.html>

Participating in Initiatives Outside the Company

The Company has 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 our 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 further enhance our corporate competitiveness through the recruitment of diverse human resources and the realization of the right person in the right position, the Company has introduced a “Role Grade System” for management-level employees. This system determines compensation based on the role and its significance rather than on seniority or work history, thereby establishing a flexible compensation structure that sets appropriate remuneration according to the scope and level of responsibility of each role. By revising our conventional seniority-based compensation structure, this initiative makes it easier to secure talent with diverse backgrounds from both inside and outside the Company. In particular, responding swiftly and accurately to rapid changes in technology, markets, and the business environment requires the definition of roles aligned with business strategies and organizational needs, as well as offering fair and competitive compensation to individuals with the required skills and experience.

Going forward, we will continue to evolve the operation of the “Role Grade System,” striving for greater effectiveness as a flexible compensation structure that can promptly respond to changes in the external environment and business strategies.

Developing Workplaces in Which Where Diverse Human Resources Can Proactively Leverage Their Skills and Potential to Contribute to Organizational Mission

To promote the creation of an environment in which diverse human resources can play an active role, we are considering and implementing new initiatives in addition to the promotional activities carried out up to FY2023. In employing

people with disabilities, we are working to promote company-wide employment by not only encouraging hiring at special-purpose subsidiaries but also assigning personnel within the headquarters’ Human Resources Division to implement centralized hiring. We are also expanding employment variations and holding employment promotion seminars tailored to regional circumstances. Through collaboration across departments, we are examining and implementing measures to create a workplace where a more diverse group of people with disabilities can thrive.

In addition, we 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 planning to update and introduce IT tools in office divisions.

Promoting Women’s Participation and Advancement in the Workplace

The Company has positioned the promotion of women’s participation as one of its key priorities. 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 continuously working to close the gaps in the female manager ratio and the ratio of women to indirect employees by March 2029.

As part of this initiative, we have been selecting management candidates and current female managers to participate in the Working Women’s Empowerment Forum organized by the Japan Institute for Women’s Empowerment & Diversity Management to enhance motivation, improve skills, and build external networks. In addition, we dispatch

female management candidates from the Okazaki region to Aichi Women’s Empowerment Promotion Project Executive Committee seminars to provide opportunities for learning about leadership styles and management skills.

Reference

General Employers Action Plan based on the Act on Promotion of Women’s Active Engagement in Professional Life (only in Japanese)  
[https://www.mitsubishi-motors.com/jp/sustainability/pdf/plan\\_of\\_action\\_fy24-28.pdf](https://www.mitsubishi-motors.com/jp/sustainability/pdf/plan_of_action_fy24-28.pdf)

Human Resources-Related Data: Status of Women Promoted to Management and Executive Positions  
<https://www.mitsubishi-motors.com/en/sustainability/esg/report/pdf/report-2025/sustainability2025-esg-employee.xlsx>

Promoting Employment of People with Disabilities

Aiming to achieve a workplace where everyone can thrive, we actively hire people with disabilities in a wide range of occupations. In FY2024, the percentage of employees with disabilities at the Company (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, the Company employs 190 people with disabilities, including physical, mental, and intellectual abilities. In addition, we are working to create an inclusive workplace by installing multipurpose toilets that accommodate ostomates and wheelchair users, and providing communication support tools for employees with hearing impairments. Starting in FY2024, we have assigned dedicated personnel to the Human Resources Division at the head office to promote initiatives that expand employment opportunities for people with diverse disabilities, including the implementation of department-concentrated hiring schemes.

We also promote the employment of people with disabilities through MITSUBISHI MOTORS WING (In December 2023, this subsidiary changed its name.), a special-purpose subsidiary

established as MMC WING in April 2007. This company employs a total of 80 workers with physical, mental, and intellectual disabilities at the Okazaki, Mizushima, and Kyoto plants. Now in its 18th year since establishment, MITSUBISHI MOTORS WING has received many inquiries and consultations regarding employment from “Hello Work” Public Employment Security Offices, the prefectural employment and support center for persons with disabilities, and special needs schools, and its recognition in the region continues to grow. To help support the employment of people with disabilities, we proactively accept requests from employment support organizations and special needs schools to try on-site training, teaching people with disabilities opportunities about group activities and work processes.

Going forward, we plan to develop company-wide initiatives aimed at further promoting employment, such as sharing best practices for the employment of persons with disabilities at each workplace and holding seminars to foster a common understanding throughout the Company.

Reference

Human Resources-Related Data: Employment of people with disabilities  
<https://www.mitsubishi-motors.com/en/sustainability/esg/report/pdf/report-2025/sustainability2025-esg-employee.xlsx>

Increasing Employment of Senior Workers

With the goal of handing down skills and technologies and securing a talented workforce with extensive knowledge and experience, we operate a program to continue employing senior workers after their retirement. As of March 2025, there were 814 reemployed workers, engaged in handing down techniques and training the next generation.