

Diversity



FY2019 Materiality Targets and Results

○: As planned △: Delayed

Details of Main Initiatives	Ideal Image	FY2019 Targets	Indicators	FY2019 Results	Self-Evaluation
Promotion of women's participation and advancement in the workplace	Have 100 women in management by the end of FY2020	Implementation of reinforcement measures aimed at realizing ideal image	Number of female managers	76 (As of March 2020)	△
Promotion of employment of people with disabilities	Promote stable, continual employment of people with disabilities	Ongoing promotion of employment of people with disabilities	Percentage of employees with disabilities	2.19% (As of March 2020)	△
Promotion of LGBT awareness	Create workplace environments where LGBT people find it easy to work	Continuation of activities promoting LGBT awareness	External indicator	Received gold, the highest ranking in the PRIDE Index, for the second consecutive year	○

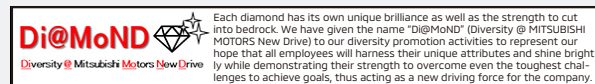
Diversity Promotion Policy

MITSUBISHI MOTORS aims to grow sustainably while flexibly responding to the changing business and market environment resulting from progressive globalization and diversifying customer needs. To this end, we need employees with different values and ideas working together to create automobiles with new appeal and value for customers. With respect for employee diversity including race, nationality, ethnicity, gender, sexual orientation, gender identity, age, ability or religion, we are making efforts to create environment where each person can energetically work without difficulty.

We established a Diversity Promotion Policy in July 2014 to promote and achieve diversity.

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.



Management Organization

MITSUBISHI MOTORS is promoting diversity in the form of Di@MoND activities by the Diversity Promotion Office based on the Diversity Promotion Policy. 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.

Diversity Report

MITSUBISHI MOTORS has been issuing the Diversity Report, a publication dedicated to diversity issues, since 2015.

Vol. 4, issued in fiscal 2018, is titled "Invigorating the organization through diversity." It picks up on some examples for utilizing individual diversity and values as a source of innovation for the organization, while looking back at the history of diversity promotion thus far. Through this publication, we aim to foster internal and external awareness of our Di@MoND activities. We are also working to raise awareness and create workplace environments in which every employee can shine and individuality can thrive.



The Diversity Report can be downloaded via the link below.
[Diversity Report Vol. 4, "Invigorating the organization through diversity" \(Issued December 2018\) PDF \[5MB\]](#)



Promoting Women's Participation and Advancement in the Workplace

MITSUBISHI MOTORS promotes women's participation and advancement in the workplace as a priority issue. Since 2014, we have been selecting female managers and manager candidates to join Working Women's Empowerment Forum, led by the Japan Institute for Women's Empowerment & Diversity Management.

As of July 2020, 12.5% (five) of the Company's executives were women, and we had 74 female managers, of whom 14 were division general managers. Based on the Act on Promotion of Women's Participation and Advancement in the Workplace, in 2016 we formulated an action plan to promote women's advancement, setting a goal of 100 women working at the management level by the end of fiscal 2020. We will continue this initiative to create an environment where more female employees can work in positions of greater responsibility.

TOPICS

MITSUBISHI MOTORS Selected as Constituent of MSCI Japan Empowering Women Index

In 2020, MITSUBISHI MOTORS was selected as a constituent member of the MSCI Japan Empowering Women Index (WIN) for the third year in a row. WIN is an index developed by MSCI Japan Inc. for supporting investment in the environment, society, and governance (ESG).

MSCI selects companies that lead their industries in promoting the hiring, continued employment, and advancement of women and diversity. MSCI makes its determinations based on data relating to the employment of women disclosed pursuant to the ACT on Promotion of Women's Participation and Advancement in the Workplace and information disclosed by companies for example.

Promoting a Work-Life Balance

We are enhancing our work-life balance assistance programs to accommodate the diverse work styles of our employees. In fiscal 2017, we introduced the telecommuting and accompanying leave systems to accommodate diverse work styles and life events. In fiscal 2018, we established the Work-life Balance Support Concierge within MITSUBISHI MOTORS, from which employees can seek advice on the programs suitable for their individual childcare and nursing care needs. Following feedback from employees who had sought advice, we relaxed the criteria for child nursing leave, short-term nursing care leave and the telecommuting system.

▶ DATA (P104): Status of Female Management Promotions

▶ DATA (P105): Number of persons taking childcare leave and utilizing main work-life assistance programs

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
	Childcare leave	Can be taken up to the end of April of the following fiscal year after the child's third birthday
	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	Limited to a maximum of 80 hours per month. Employees can work remotely using their own work PC, either at their own home or at the home of a family member if providing childcare or care for that family member.
	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



Helping Employees to Balance Work and Childcare

MITSUBISHI MOTORS actively supports employees who seek to balance work and childcare. This support also extends to facilities, with two on-site daycare centers having been established. 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 fiscal 2015, we have been holding get-to-know-you lunch meetings at the head office for employees on childcare leave and employees working reduced hours for childcare in order to eliminate concerns about returning to work by employees on leave, alleviate worries from those working while performing childcare, and support network building. Meet-and-talk sessions are also held between employees on childcare leave and workplace supervisors.

In addition, we regularly bring in outside instructors to conduct training for employees who are working while raising children as well as training for managers with subordinates on childcare leave or who are raising children. Through these sessions, employees with children learn how they should approach long-



Dia-Kids Tamachi, a day-care center for employees

term career development while workplace supervisors learn how to manage them properly.

Helping Employees to Balance Work and Nursing Care

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

MITSUBISHI MOTORS has set up contact points where employees can consult with nursing care specialists as required via email or on the phone. We also organize on-site individual nursing care consultations with nursing care specialists. Furthermore, we organize nursing care seminars delivered by outside instructors to provide basic information about how they can balance their work and nursing care. The seminars are held in four regions (head office, Okazaki, Kyoto and Mizushima). In fiscal 2019, they were attended by about 150 employees, primarily managers.

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, MITSUBISHI MOTORS operates a program to reemploy senior workers after their retirement. As of March 2020, there were 868 reemployed workers, engaged in handing down techniques and training the next generation.

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. As of April 2020, the percentage of employees with disabilities at MITSUBISHI MOTORS was 2.2%. We will continue to promote additional employment while improving the work environment.

At the parent company, we employ 185 people with physical and mental disabilities (as of April 2020). At our head office, we have installed wheelchair- and os-tomate-compatible toilet facilities, creating a working environment amenable to employees with disabilities.

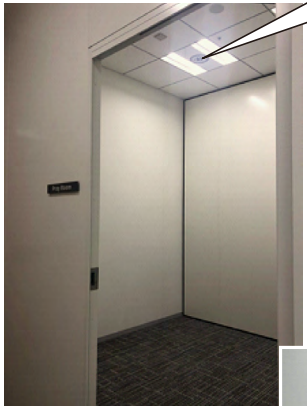
We also promote the employment of people with disabilities through MMC WING, a special-purpose subsidiary established in April 2007. As of April 2020, this company employed 60 workers with intellectual disabilities at the Okazaki and Mizushima plants. In the 13 years that have passed since its establishment, MMC 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. In addition, we do not stop at just providing employment within our company when doing our part for employment support of people with disabilities. For example, we proactively accept requests from employment support facilities and special needs schools to try on-site training, providing people with disabilities opportunities to experience group activities and work processes.

▶DATA (P105): Number of hired people with disabilities



Global Action

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 which are available to people of all religions and denominations. A facility for cleansing parts of the body before worship has also been set up in the prayer room at the Okazaki site.



Prayer room in our head office building



Signs on the ceiling indicating the direction of worship



Prayer room in the Okazaki area

Promoting LGBT Awareness

The MITSUBISHI MOTORS Global Code of Conduct expressly includes respect for LGBT individuals under "Respect Human Rights and Diversity and Provide Equal Opportunity." Since fiscal 2018, we have held an LGBT seminar with the aim of providing basic knowledge for accurate understanding of LGBT issues and increasing supporters known as "Allies." To date, the seminar has been attended by around 500 employees. In fiscal 2019, we provided an e-learning course, "Understanding the Basics of LGBT," which was taken by 6,654 employees.

We also exhibit at the Tokyo Rainbow Pride LGBT event, showcasing our initiatives for LGBT and diversity in general to visitors to the event.

In September 2019, we partially revised our rules of employment so that the definition of marriage extends to same-sex partners and applies when taking wedding vacations or life planning leave.

TOPICS

Awarded PRIDE Index Gold Rating

Developed by "work with Pride," a voluntary organization in Japan, PRIDE Index is an indicator for rating workplace initiatives for sexual minorities, including LGBT. In 2018 and again in 2019, MITSUBISHI MOTORS was awarded the highest "gold" rating. We will continue to create workplace environments that are friendly for all employees.

