

## Work Style Reform



### FY2019 Materiality Targets and Results

○: As planned △: Delayed

Details of Main Initiatives	Ideal Image	FY2019 Targets	Indicators	FY2019 Results	Self-Evaluation
Promotion of work style reforms	Realize total working hours within 2,000 hours/year	Ongoing implementation of work style reform measures	Total working hours	2,073 hours/year	○

#### Basic Approach

MITSUBISHI MOTORS views the key to creating sustainable growth and improving corporate value in an everchanging operating environment is people. We therefore believe that realizing an environment is important 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.

Work style reform is not simply about reducing the time spent working. Our efforts are directed at a vision of creating a work style of which we can be proud, through which employees can get a solid sense of their own personal development, and which realizes both development for the company and happiness for families.

#### Management Organization

We have been promoting telecommuting and flextime systems as flexible working styles that free employees from the constraints of work location and time. In this way, we have worked on developing an environment where diverse employees can maximize their abilities. In January 2019, we established the Work Style Reform Committee, composed of division general managers and led by the CEO, to enact and entrench policies and

measures. Going forward, we will continue promoting work style reform at individual worksites.

#### Shortening Total Working Hours

MITSUBISHI MOTORS is implementing measures to shorten total working hours to establish and promote work-life balance. Together with improving work efficiency, by encouraging employees to take paid leave and introducing a telecommuting system and flextime system with no core time requirements, we are creating workplaces that allow a variety of flexible

#### Examples of initiatives

##### Measures related to working hours

- Setting the third Friday or the Friday closest to the 20th day of each month as "Premium Friday" when employees are encouraged to leave work by 3 p.m.
- Encouraging employees to use our half-day leave system and flextime system, which we recently revised to remove the core time requirements
- Encouraging employees to take paid leave around public holidays and consecutive holidays in order to make a longer weekend

##### Measures related to places of work

- Encouraging employees to make use of the telecommuting system to a maximum of 80 hours per month

##### Measures for raising awareness about work style reforms

- Making progress visible by counting and internally disclosing overtime hours and paid leave taken by each division

▶ DATA (P104-105): Working hours, ratio of paid leave taken, number of employees using telecommuting/flextime systems

working styles free from the constraints of work location and time.

At our head office building, which we moved into in January 2019, we have created an environment that more actively promotes communication among employees, including free-address seating (in which employees have no set seating location), open meeting spaces and cafeterias. In addition, meeting rooms are equipped with controlling systems to improve productivity, and we have installed large display screens in an effort to boost productivity and move away from the use of paper.

#### Employee Surveys

Since fiscal 2013, we have conducted employee surveys to identify issues affecting the Company, organizations, and individual employees. The survey results are used to improve awareness and operations at each workplace.

In fiscal 2017, we conducted an online survey of approximately 14,000 employees. In fiscal 2018, action plans for addressing the issues identified through the survey were formulated and implemented on a workplace basis. We confirmed the results of these efforts through an employee survey in fiscal 2019.