

Promoting Occupational Health and Safety



Medium- to Long-Term Vision for Material Issues

	Risks	Opportunities	Direction of Responses
Long Term	<ul style="list-style-type: none"> Workplace accidents, increases in the number of people with lifestyle diseases or mental health disorders, or damage to the physical and mental health of employees could adversely affect our corporate image and obstruct our business continuity. Infectious diseases could affect our employees and business activities. 	<ul style="list-style-type: none"> Ensure business stability by creating safe and secure workplaces and promoting physical and mental health Protect employee health and work through measures to halt infectious disease 	<ul style="list-style-type: none"> Create an environment where employees can work safely and be physically and mentally healthy

	External Environment	Stakeholders' Needs and Expectations	Medium-Term Targets
Medium Term	<ul style="list-style-type: none"> A growing number of people with mental health disorders and lifestyle diseases Threats from infectious diseases on a global scale 	<ul style="list-style-type: none"> Help employees respond to environmental, age and lifestyle changes Ensure thorough measures to halt infections Calls for business continuity 	<ul style="list-style-type: none"> Prevent mental health disorders stemming from environmental changes, and maintain employees' physical and mental health Promote health and safety management systems and ensure compliance with safety-related laws and regulations

FY2020 Materiality Targets and Results

○: As planned △: Delayed

Details of Main Initiatives	FY2020 Targets	Indicators	FY2020 Results	Self-Evaluation
Creation of safe workplaces	Ongoing measures for the creation of safe workplaces	Overall accident rate*	0.30	△

*Number of accidents with or without loss of workdays per 1 million working hours



Basic Approach

MITSUBISHI MOTORS believes ensuring the health and safety of employees is the foundation of corporate activities. Accordingly, we have established a Health and Safety Management Policy and are undertaking related measures on an ongoing basis, including through offices for on-site cooperation.

Basic Policy

1. We will undertake companywide activities with emphasis on each process of the PDCA cycle to eliminate workplace risks and hazards with safety taking priority over all else. Within each activity, confirmation, follow-up, and improvement will be carried out successively and continuously.
2. Workplace supervisors from senior management down will implement comprehensive health and safety management measures under their own responsibility with an awareness that ensuring health and safety is the foundation of management. They will strive to create a workplace culture of discipline with consideration for others and a strict attitude of not engaging in, not allowing others to engage in, and not overlooking unsafe conduct. All workplace supervisors will also work to create a workplace culture that fosters open communication where subordinate personnel feel that they can say anything through honest dialogue at any time and to raise awareness of health and safety.
3. Each employee shall observe basic rules and conduct guidelines relating to safety to protect their own safety and endeavor to create healthy workplaces with no accidents by conducting on health and safety activities in cooperation with all MITSUBISHI MOTORS personnel with a strong commitment to complying with decisions that they have made and decisions that have been made by others.
4. Companywide efforts shall be made to create clean and comfortable work environments, prevent disease, and promote the health and physical well-being of each employee.
5. Health and safety management shall be implemented in accordance with the MITSUBISHI MOTORS Health and Safety Management System.

Management Organization

The Central Production Committee comprises the lead officer, heads of production sites, and labor union representatives. The committee meets annually to assess the status of measures taken over the year to address such issues as occupational safety, traffic safety, natural disaster preparedness and health management and sets quantitative targets for health and safety in the coming year, determines priority measures and takes action to achieve the targets.

Each time a workplace accident occurs, the situation is reported to the Executive Officer, President and CEO and other members of senior management, and the Company responds according to their instructions.

Initiatives to Ensure Workplace Safety

We work to create safe and secure workplaces where all employees can dedicate themselves to their work with a feeling of reassurance. In particular, we strive to prevent accidents in production sites, which account for around 80% of workplace accidents. In order to prevent these, we identify unsafe conditions or employee behaviors in all work situations and make improvements. Additionally, we create safe workplaces by carrying out mutual safety checks at production sites by senior officials and workplace supervisors to identify commonly overlooked hazards. Other measures include adopting improvement proposals and requests raised by employees. We also established "safety training schools" at each business site to raise hazard awareness and conduct hands-on hazard training so that all employees can experience firsthand such hazardous situations as pinching, being caught up in equipment, becoming wounded and falling. In FY2020, 1,550 people took part in this training.



To prevent falls, we have introduced non-slip shoes for some senior workers, improved steps, held courses, distributed materials and taken other efforts to heighten awareness.

In FY2020, there were no workplace accidents involving the loss of one or more workdays. However, the accident rate was 0.30. Although lower than the automobile industry average of 0.46, this figure was above our target of 0.26. As previously unsafe conditions are the cause of most accidents, in FY2021 we will seek to analyze why accident potential had not been determined as we work to create countermeasures. We will again work to enhance the ability to predict danger and take synchronized, company-wide, in-depth efforts to eradicate unsafe conditions by identifying potential accidents and ensuring that facilities are intrinsically safe.

As for assessing our compliance with safety-related laws and regulations, we use checklists to conduct self-checks of each workplace and to conduct reciprocal checks on other workplaces to ensure thorough compliance. In FY2020, we began conducting checks at technical centers and parts centers as well. At our overseas plants, compliance assessments were performed at Mitsubishi Motors (Thailand) Co., Ltd. (MMTh), Mitsubishi Motors Philippines Corp. (MMPC) and P.T. Mitsubishi Motors Krama Yudha Indonesia (MMKI). We plan to increase the number of bases going forward.

▶Data (p. 121): Accident rate

Mental and Physical Health Initiatives

For the purpose of maintaining and improving the mental and physical health of our employees, MITSUBISHI MOTORS prioritizes two key measures: guidance on preventing lifestyle-related diseases and measures for maintaining good mental health.

Given that mental health issues account for more than half of absences due to illness, we have positioned mental health measures as a company-wide priority issue and have introduced an outside Employee Assistance Program* (EAP), a type of mental health program. We also offer consultation on individual issues, provide mental health education and offer support programs to improve the workplace.

The number of employees who were absent from work due to the onset of mental health issued decreased by 27% compared to the previous FY. However, given that work-related concerns account for approximately 80% of all cases, we continue to prioritize prevention with the aim of providing care for individuals, encouraging care of subordinates by superiors, and improving workplace environments.

We arrange face-to-face sessions with industrial physicians or counselors for employees determined to be experiencing high levels of stress based on the results of annual stress checks. We have made an appeal for employees to actively attend sessions with industrial physicians, explaining the purpose of the sessions and about how confidentiality is assured. This effort is helping with the early detection and response to mental health issues. We also assess stress levels at each workplace, conduct training to improve workplace communications, and conduct a program delivered by outside counselors to improve workplace environments.

In our efforts to create an environment that facilitates consultation, we facilitate individual consultations with outside counselors. We have also established a helpdesk where employees can consult with attorneys and other specialists.

* This employee support program seeks to improve individual and workplace health by implementing organizational mental health measures, offering health consultations on individual physical or mental health issues, and addressing compliance and other issues.

Responses to COVID-19

MITSUBISHI MOTORS has been affected by the COVID-19 pandemic in a variety of ways. Under these circumstances, we have given topmost priority to business continuity and the health of our employees as we introduced measures through a structure cutting across the organization.

In February 2020, we established the COVID-19 Countermeasures Council to facilitate the timely sharing of information and swift decision-making. The council, composed of the Executive Officer, President and CEO, directors and division general managers, and leaders at key locations in Japan and overseas. The council gathered up-to-date information from individual departments and reported on and discussed

Specific Initiatives

- Daily disinfection of common areas
- Installation of shielding curtains on production lines
- Temperature checks of employees and visitors
- Preparation of face guards
- Erection of shields in the cafeteria, and other measures



Shields in the cafeteria (Mizushima Plant)



Seats in the dining area are numbered, making it easier to maintain a seating record (Okazaki Plant).



matters across the organization, such as the impact of the pandemic on production, procurement (including suppliers) and sales, the status of associates and measures being taken to protect the health of employees. We strive to remain abreast of movements in Japan and overseas, including government trends, and implement measures swiftly.

Preventing and Containing Infection

To protect the health of our employees, we have notified all employees about efforts to prevent and contain infection.

- A call for attention to efforts to prevent and contain infection and instructions for how to respond if feeling ill or if infected or in close contact with those who are
- Consistent rules to apply when working at all sites, such as social distancing at business sites and offices, temperature checks and cafeteria measures
- Details about the Ministry of Health, Labour and Welfare's enhanced quarantine measures in relation to employee business travel to and from overseas locations, danger levels for infection around the world and other precautions

Implementation of Telecommuting to Prevent the Spread of Infection

In late February 2020, we notified all employees of our basic policy on telecommuting.

- We relaxed rules on telecommuting, raising the maximum number of hours per month from 80 to 160.

- We recommended teleworking for employees concerned about the high risk of infection from using public transport, as well as employees with existing illnesses that placed them at increased risk from the disease.

We monitor conditions at headquarters (Tokyo) and in other prefectures, maintaining the ratio of people telecommuting in each area at a certain level.

The company has also swiftly put in place an IT environment in place to enable efficient teleworking.

Labor-Management Relations

MITSUBISHI MOTORS supports the basic principles of the Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, and the United Nations Global Compact, and guarantees fundamental labor rights to employees. Our labor agreement stipulates that the labor union has the three rights of labor (the right to organize, the right to collective bargaining, and the right to collective action).

As of April 2021, our labor union had 12,718 members (excluding reemployed senior staff), accounting for 99% of general employees excluding officers and management.

Status of Labor-Management Communications

The labor-management council is regularly held along with collective bargaining as an opportunity for labor management discussions. These discussions aim to share information about issues such as working conditions and the working environment, and labor and management then work together to solve these issues.

In FY2020, 57 discussions were held between the Company headquarters and union headquarters, and many discussions were also held between offices and union branches in each business site.

For important topics such as major changes in working conditions, we organize a labor-management expert committee and make decisions after careful consideration and discussions and management.

We are also working to build good relationships with labor unions at overseas affiliates in accordance with the labor laws and regulations of each country.