

Respect for Human Rights

Basic Approach

Based on the idea that respect for human rights is the foundation of our business activities, MITSUBISHI MOTORS supports the United Nations Global Compact (UNGC), in which the United Nations advocates the 10 principles in the four categories of human rights, labor, environment, and anticorruption. As a participating company, we support and respect international standards and norms such as "the International Bill of Human Rights," "the ILO's Declaration on Fundamental Principles and Rights at Work," "the United Nations Guiding Principles on Business and Human Rights" and "the Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises." Based on the 10 principles of the UNGC, as a good corporate citizen we will continue our activities toward the realization of the sustainable growth of society.

As a global company, we believe that respect for human rights and anti-corruption initiatives are very important.

Based on this belief, we established our Human Rights Policy after consultation with experts and approval by the Executive Committee, with the aim of conducting our business activities in a manner that respects the human rights of our stakeholders. This policy outlines fundamental matters such as support and respect for international standards and norms regarding human rights, and matters for compliance. The policy also stipulates specific measures to prevent and reduce negative impacts on human rights, to provide remedial measures, and to provide

education for officers and employees. This policy has been translated into English and made available on our website to all employees of Group companies in Japan and overseas.

In the MITSUBISHI MOTORS Global Code of Conduct, "Respect Human Rights and Diversity, Provide Equal Opportunity," specifies that discrimination, retaliation and harassment are not permitted in any form or to any extent, and that the diversity of suppliers, customers, executives, employees and local communities shall be respected in addition to respecting human rights.

Human Rights Policy

Our Human Rights Policy stipulates the following items.

- Recognition of initiatives on respect for human rights as essential factors in the fulfillment of our social responsibility
- Compliance with the Human Rights Policy by all of the executives and employees, and respect for fundamental human rights throughout our business activities
- Support and respect for international standards and norms
- Compliance with the national laws and regulations in each market where we operate
- Where conflict exists between internationally recognized human rights and national laws, seeking of ways to honor the principles of international human rights

[Compliance items]

1. Prohibition of Discrimination
2. Elimination of Unjustifiable Labor Practices
3. Freedom of Association, Labor and Management Dialogue
4. Ensuring Access to "Decent Work"
5. Community Involvement

[Initiatives]

1. Human Rights Due Diligence
 - Mitsubishi Motors will identify, prevent, or mitigate negative impacts on human rights which may be caused by our business activities through the application and support of human rights due diligence processes.
2. Remediation
 - Where Mitsubishi Motors identifies that it has caused or contributed to a negative impact on human rights, we will provide for or cooperate in remediation processes.
3. Ensuring Transparency and Accountability
 - Mitsubishi Motors will provide appropriate education or training to all executives and employees.
 - We will ensure that our Group companies comply with this policy, and we will request that our business partners respect human rights.
 - We will disclose our initiatives on respect for human rights.

The full text of the Human Rights Policy, including annotations, can be found here:

(WEB) https://www.mitsubishi-motors.com/en/sustainability/society/human_rights/pdf/human_rights_policy.pdf

Management System

MITSUBISHI MOTORS' efforts addressing respect for human rights are mainly focused on the sustainability, human resources and procurement departments. The executive in charge of sustainability, acting as the person in charge of promoting initiatives on respect for human rights, reports the status of human rights risk assessment and related measures to the Sustainability Committee, which is held three times a year. Members of the Sustainability Committee share the details of these reports with their departments, promoting companywide efforts to respect human rights.

We regard human rights violations as a risk to our corporate survival. Accordingly, we are strengthening our efforts to address risks related to business and human rights in our risk management initiatives, which are integral part of our internal control systems*1.

As for the internal system for promoting an awareness of human rights, the Corporate Officer in charge of human resources leads the promotion of awareness training. As one aspect of our human rights awareness education, human rights themes are incorporated into shared materials used in various training programs, and in each business site human resources department works to raise human rights awareness.

We also participate in events held by the Industrial Federation for Human Rights, Tokyo, and the Mitsubishi Group Human Rights Enlightenment Committee (organized by Mitsubishi Group companies), of which we are a member, and attend conferences and research meetings held by other external organizations. (In FY2021, we spent a total of 64 days participating in training sessions.) We also use the latest information obtained through our participation in these events in

our human rights awareness activities and utilize the knowledge we gain from these activities in our in-house training programs.

*1: For details on our internal control systems, please go to P110.

Human Rights Due Diligence

Through a human rights due diligence framework, we work to identify negative impacts our business activities have on human rights and strive to prevent or mitigate such impacts.

We recognize that the human rights of our employees, including working conditions, health and safety, are a high-impact risk that we bring through our business activities.

Based on this understanding, as part of our human rights due diligence we conducted a human rights assessment*2 at our headquarters and three plants in Japan in the second half of FY2021. We conducted the assessment using an external evaluation organization to ensure objectivity and consistency with international norms.

As a result of this assessment, we identified several areas for improvement, including work rules and employee dormitory management. However, none of these items had a material impact on our business or employees.

Based on the findings of the FY2021 human rights assessment and the points raised by the evaluation body, we will promptly implement measures and continue to work toward reducing human rights risks.

*2 Examples of assessment items: employment contracts, working hours, wages, child labor, forced labor, fundamental rights at work, discrimination, health and safety, remedial measure



<FY2021 Results>

- STEP 1 Determined human rights issues to be addressed by the Company based on international norms and guidelines
- STEP 2 Identified working conditions and health and safety of employees as risks with a major human rights impact
- STEP 3 Assessment conducted by external organization at headquarters and three plants in Japan (Okazaki Plant, Kyoto Plant, Mizushima Plant)
- STEP 4 Based on the assessment results, enact measures to mitigate and prevent human rights risks
- STEP 5 Monitor mitigation and preventive measures for effectiveness (from FY2022)

Complying with the Human Rights Policy

Coinciding with Human Rights Day on December 10, to raise awareness, each year MITSUBISHI MOTORS' Executive Officer, President & CEO disseminates a message to all officers and employees regarding respect for human rights and emphasizing the importance of sincere words and actions, and awareness raising.

Our policies and activities for promoting and realizing respect for human rights are described below.

Prohibiting Discrimination

The Company requires executives and employees to respect diversity and to create equal opportunities with no allowance for unfair discrimination or harassment on bases such as race, skin color, nationality, ethnicity, family origin, sex, sexual orientation, gender identity, age, disability, language or religion.

Also, we emphasize the importance of diversity in our training programs, and we encourage our employees to work together with respect for diverse values.

Eliminating Unjustifiable Labor Practices

The Company does not tolerate slavery labor, including human trafficking, child labor, forced labor or other unjustifiable labor practices, and strives to eliminate such practices.

To ensure against such practices, we verify potential employees' ages to ensure statutory requirements are met when entering into labor agreements. We do not charge applicants or employers any fees related to recruitment. Pay slips clearly state any legal deductions; we do not make unfair deductions, but regularly pay employees their full dues. We do not retain employees' passports or other identifications or prevent them from movement. Employees are free to choose whether to enter or leave the dormitories.

Freedom of Association and Labor-Management Dialogue

The Company respects its employees' right to associate, and we engage in sincere dialogue with employees to resolve various types of issues. Regarding collective agreements with labor unions, we recognize employees' freedom to engage in legitimate union activity, including collective bargaining. We clearly state that employees who engage in such activities will not be subject to disadvantageous working conditions or other sanctions.

Ensuring Access to Decent (Rewarding and Humane) Work

To ensure decent work, in addition to complying with individual countries' laws and regulations, we conduct activities focused on respect for human rights, based on international norms (such as the International Bill of Human Rights and the ILO's Declaration on Fundamental Principles and Rights at Work). Specifically, we ascertain the living wage and ensure that we pay salaries that satisfy this requirement. In addition, in our production processes we take gender and age into consideration when devising work content.

▶Data (p. 125): Wage levels

Community Involvement

In our efforts to maintain harmony with the local community, we contribute to society by utilizing each and every employee's skills and know-how as well as our technologies and products.

Consideration for Human Rights in Work and Investment

As we believe that positive relationships based on mutual understanding between employees and everyone in the community are essential to the sustainability of our business, when establishing business sites or related facilities, we give consideration to the cultural values of the country and region including customs and religions.

In-House Education and Training

In order to encourage all employees to cultivate their respect for human rights, the Company is offering courses that deepen understanding toward human rights within its training programs tailored to each job rank, beginning with entry-level employee training. In FY2021, we conducted a total of 470 hours of human rights training for 490 employees, including entry-level employees, mid-career employees and newly promoted managers (department general managers and section managers). Details of the training are described below.

Newly promoted general managers	Raising awareness of social and internal human rights issues required for workplace management, sharing information to promote respect for human rights, etc.
Newly promoted managers	Recent topics regarding human rights. Prevention harassment. The roles of managers, etc.
Mid-career employees	Recent topics regarding human rights. The relation between our business and human rights, etc.
Entry-level employees	The significance of corporate initiatives regarding human rights. Fundamental knowledge regarding human rights, etc.

To promote awareness of sexual minorities among our employees, we have been conducting seminars at each business site since FY2018. In addition, we also conduct an internal e-learning course covering basic knowledge of LGBTQ issues.

Training Programs in FY2021	Number of Participants	Attendance Rate
Entry-level employee training	105	100%
Mid-career employee training (newly promoted)	178	100%
Newly promoted manager training	209	100%
Seminars to raise understanding of LGBTQ issues	364	—*1
LGBTQ e-learning course	7,003	—*1

*1 Attendance ratio not disclosed for voluntary attendance

Supply Chain Considerations

MITSUBISHI MOTORS conducts appropriate transactions, which includes not causing human rights violations against its business partners. We determine transaction prices and delivery dates following thorough consultation with individual suppliers.

In addition, we promote two-way communication with our business partners through management based on the Supplier CSR Guidelines.

The guidelines include provisions on respect for human rights, including the elimination of discrimination and the prohibition of child labor and forced labor, and we request that suppliers take human rights into consideration. To enhance the guidelines' effectiveness, we obtain Supplier Commitment agreements from our business partners.

Requests to Sales Companies

At sales companies, we carry out initiatives to provide a work environment with consideration for the health and safety of employees and we prohibit acts that infringe on human rights.

Access to Assistance

In order to make timely responses in cases where a human rights related issue occurs within the company, we have established internal and external consultation offices (helplines) and the MITSUBISHI MOTORS Global Hotline, which offers assistance in multiple languages*2 for whistle blowing and consultation for employees. The MITSUBISHI MOTORS Global Hotline has established contact points in 10 countries to handle reports from employees of the Company and its major affiliates in a total of 13 languages*3.

We have also established the Customer Contact Center*4 for customers and the Business Partner Helpline*5 for suppliers. These hotlines receive reports and requests for consultations regarding human rights issues.

Confidentiality and user anonymity is guaranteed at all of these consultation offices. We ensure that people who seek consultation are not treated unfairly.

*2 For information on the establishment of Internal and External Consultation Offices (Helplines) and the MITSUBISHI MOTORS Global Hotline, please go to P114.

*3 The MITSUBISHI MOTORS Global Hotline is available in Japanese, English, Chinese (simplified and traditional), Korean, Tagalog, Indonesian, Thai, Vietnamese, German, Dutch, French and Spanish.

*4 For further information regarding the Customer Contact Center, please go to P95.

*5 For further information regarding the Business Partner Helpline, please go to P70.