

Data | Major Product Lineup | Corporate Profile / Global Network | History of Mazda | Third-Party Verification | Third-Party Assurance

☆Subject to independent third-party assurance (P129)

## People

### Employee Data

		Unit	(Non-consolidated)		
			FY March 2020	FY March 2021	FY March 2022
Number of Employees <sup>*1,7</sup>	Male	Employees	20,947	20,906	20,917 ☆
	Female		2,256	2,301	2,349 ☆
	Total		23,203	23,207	23,266 ☆
Average age <sup>*2,7</sup>	Male	Age	40.7	41.0	40.9 ☆
	Female		37.7	38.0	38.3 ☆
	Total		40.4	40.6	40.7 ☆
Number of workers aged 60 and over <sup>*7,8</sup> (Expert Family)		Employees	909	961	1,276 ☆
Average years of employment <sup>*2,7</sup>	Male	Years	17.5	17.7	17.7 ☆
	Female		13.9	14.1	14.3 ☆
	Total		17.1	17.4	17.3 ☆
Number of female employees hired <sup>*8</sup>		Employees	172	139	127 ☆
Percentage of female new graduates hired	Administrative	%	56	58	45
	Engineering		12	12	10
	Production		13	13	11
Number of female managers <sup>*7,8</sup>	Assistant manager and above	Employees	248	277	298 ☆
	Middle management and above		52	52	55 ☆
	Assistant manager and above <sup>*3</sup>		5.9	6.5	7.2 ☆
Percentage of female managers <sup>*7,8</sup>	Middle management and above <sup>*4</sup>	3.6	3.6	3.9 ☆	
Number of male managers <sup>*7,8</sup>	Middle management and above	Employees	1,389	1,380	1,349 ☆
Average age of managers <sup>*7,8</sup>		Age	52.8	52.8	52.6 ☆
Percentage of employees with special needs <sup>*5,8</sup>		%	2.22	2.37	2.38 ☆
			(Legal requirement: 2.2%)	(Legal requirement: 2.3%)	(Legal requirement: 2.3%)
Number of employees with special needs <sup>*5,8</sup>		Employees	365	389	394 ☆
Employee turnover rate <sup>*2,6,8</sup>		%	4.6	4.3	5.1 ☆
Number of new graduates hired (University, college and high school graduates) <sup>*8</sup>	Male	Employees	520	504	444 ☆
	Female		114	90	76 ☆

\*1 The "Non-consolidated" numbers exclude the number of employees dispatched to Mazda Motor Corporation from other companies, but include the number of Mazda Motor Corporation employees dispatched to other companies.

\*2 Exclude the number of employees hired under the Expert Family system.

\*3 Number of female managers (assistant manager and above)/Number of managers (assistant manager and above)

\*4 Number of female managers (middle management and above)/Number of managers (middle management and above)

\*5 Average number in each fiscal year

\*6 The employee turnover rate increased because the Company actively accepted people from overseas Group companies and suppliers as temporary employees, to provide them with training and opportunities (these temporary employees, after leaving Mazda, returned to their original workplaces). The employee turnover rates excluding those dispatched to Mazda from other companies are as follows: 3.3% in FY March 2020, 3.7% in FY March 2021, and 4.8% in FY March 2022.

\*7 Results as of the end of each fiscal year.

\*8 For third-party assurance obtained for FY March 2020 and FY March 2021 figures, please refer to the Sustainability Reports for the respective years.

### Remuneration

		Unit	(Non-consolidated)	
			FY March 2022	
Average yearly salary		Yen	6,375,000	
		Unit	Non-consolidated, in April 2022	
Middle management and above positions	Male	Yen	638,835	
	Female		599,791	
General employees	Male	Yen	308,379	
	Female		295,038	

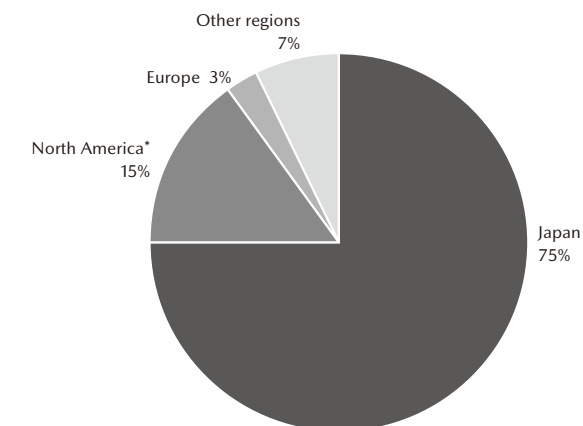
### Global Employee Data

		Unit	(Consolidated)	
			as of March 31, 2022	
Number of Employees*		Employees	48,750 ☆	

\*The "Consolidated" numbers exclude the number of Mazda Group employees dispatched to companies outside the Group, but include the number of employees dispatched to Mazda Group companies from outside the Group.

### Rate of employees by region in FY March 2022

(Consolidated)



\* Including Mexico

Data | Major Product Lineup | Corporate Profile / Global Network | History of Mazda | Third-Party Verification | Third-Party Assurance

## People

### Major Measures and Results to Promote Work-Life Balance and Diversity in the Workplace

(Non-consolidated)

System	Description (as of March 31, 2022)	Started	Unit	FY March 2020	FY March 2021	FY March 2022
Maternal care paid leave	This system allows female employees who are pregnant and have difficulty performing their duties due to morning sickness or other feelings of discomfort to take paid leave for the necessary amount of time.	Aug. 2008	Number of beneficiaries	43 (853)	23 (600)	28 (555)
Child-rearing paid leave	This system allows employees to take up to five consecutive working days off, following childbirth or for child-rearing.	Aug. 2008 <sup>1</sup>	Number of beneficiaries (days taken)	550 (2,541)	600 (2,762)	576 (2,691)
			Male	459 (2,094)	492 (2,240)	483 (2,239)
			Female	91 (447)	108 (522)	93 (452)
Child-rearing leave	This system supports unpaid leave for child-rearing for children up to 3 years old. It is possible to take leave in installments. (Legal requirement: Up to one year old.)	Jan. 1991	Non-regular employees	17	29	6
			Number of beneficiaries	241	287	317
			Male	29	45	69
			Rate of reinstatement	99	98	98.1
Statutory child-nursing leave	This system allows employees to take a leave in order to nurse their children under school age when they become sick or injured, granting them to take up to five working days off per year if there is only one applicable-age child and up to ten working days off per year if there are two or more applicable-age children.	Jan. 2020	Rate of retention one year after child-rearing leave	95	98.7	97.7
			Number of beneficiaries (days taken)	—	—	15 (51)
			Male	—	—	4 (12)
Special working arrangements for employees involved with child-rearing or nursing	This system allows employees involved with nursing or childrearing (until end of child's sixth year of primary school) to reduce work hours, be excused from overtime and holiday work, etc. (Legal requirement regarding work hour reduction: until the child reaches 3 years old.)	Apr. 1999	Female	—	—	11 (39)
			Employees with reduced working hours: For child-rearing	475	595	523
Statutory nursing care leave	This system allows employees to take a leave in order to nurse or take care of their family members requiring nursing care, granting them to take up to five working days off per year if there is only one applicable family member and up to ten working days off per year if there are two or more applicable family members.	Jan. 2020	Employees with reduced working hours: For nursing care	22	22	17
			Number of beneficiaries (days taken)	—	—	7 (34)
Nursing care leave	This system allows employees with eligible family members requiring nursing care to take a leave of absence (maximum length of 1 year.) (Legal requirement: up to total of 93 days per eligible family member.)	Jan. 1992	Male	—	—	5 (20)
			Number of beneficiaries	11	5	8
			Female	7	4	7
Working from home	In line with the measures to prevent the spread of COVID-19, the Company expanded the scope of its existing work-from-home system in October 2020 and established the remote-work system to allow employees to perform their work in locations, other than company facilities, determined at the employee's discretion. While the former system enabled employees to perform up to 25% of their work hours at home for the purpose of child-rearing or nursing care, this restriction has been removed and an allowance of 200 yen per day is provided as cost assistance to employees who work remotely all day.	Oct. 2020 <sup>1</sup>	Person	1,012 <sup>2</sup>	10,406 <sup>2</sup>	11,351 <sup>2</sup>
			User	1,012 <sup>2</sup>	10,406 <sup>2</sup>	11,351 <sup>2</sup>
Special Warm Heart leave system	A paid-leave system that covers nursing care for relatives, including those in need of long-term care, volunteer work, functions at one's child's school, infertility treatment, and disaster relief and assistance for affected relatives "Volunteer work" here refers to the following: *Social welfare (welfare services for children, for elderly people and for people with disabilities, etc.) *Environmental protection (forest preservation, recycling activities, etc.) *Interaction and cooperation with communities (participation in community events, support for activities of children's associations, crime prevention activities, etc.) *International friendship activities (welcoming home stay guests, interpretation service, etc.) *Health and medical volunteering (health care instructions, donor activities, etc.) *Disaster relief *Acquisition of qualifications, skills and knowledge that are useful in volunteer activities *Support for sports activities (sports coaching, organizing sports events, etc.) * Note that activities related to specific political and religious beliefs are not included in volunteer work.	Aug. 2008 <sup>1</sup>	Number of beneficiaries (days taken)	772 (4,177)	644 (5,902)	679 (2,953)
			Male	394 (1,877)	345 (3,166)	379 (1,606)
			Female	378 (2,300)	299 (2,736)	300 (1,347)
			Number of beneficiaries for nursing care for relatives	679 (3,102)	452 (3,510)	562 (2,646)
			Male	356 (1,660)	249 (2,138)	322 (1,461)
			Female	323 (1,442)	208 (1,372)	240 (1,185)
			Non-regular employees	50	28	44
Onsite daycare: Mazda Waku Waku Kids En	This daycare center was established for employees' children who have not yet entered school. A permanently stationed nurse is available to look after children who become ill.	Apr. 2002	Preschoolers	47	44	43
Challenging Career leave	In order to increase future career potential, employees can use this system to take leave for up to three years while attending a school or other training facilities.	Oct. 2003	Number of beneficiaries	1	1	0
Leave for employees accompanying a transferred family member	This system allows employees to take a fixed-term leave in order to accompany a spouse who has been transferred, allowing the employee to resume their career at Mazda later on.	Oct. 2003	Number of beneficiaries	19	21	25
Re-employment Systems	This system provides an opportunity for former Mazda employees who left the Company due to marriage, child-rearing, nursing care, or other reasons to return to work if they desire.	Aug. 2008	Number of rehires	1	2	4
Expert Family System	This system enables interested individuals who meet a certain standard of abilities and experience to be rehired as engineers, advisors to younger engineers (to pass on their knowledge), specialists or in other positions following their retirement at the mandatory retirement age.	Apr. 2006	Number of hires through reemployment	227	293	529
Super-Flextime Working System (with no set core working hours)	This system was introduced to maximize results by supporting a balance between each employee's private life and working life. Under this flextime working system, the employees can setup days of not showing up to their workplace.	Oct. 2000	Rate of deployment	—	Used at 80% of administrative and engineering field workplaces	Used at 80% of administrative and engineering field workplaces
Go Home Early Campaign	By streamlining operations, the Company has reduced the long working hours for divisions not directly connected with production. Examples of this initiative include no-overtime days and setting mandatory lights-out times. (Information about the overtime hours is reported back to management of each division, once in three months to implement the PDCA cycle.)	Sep. 2007	Status of Implementation	—	Ongoing	Ongoing
Paid Leave for JICA Activities	Employees participating in Japan International Cooperation Agency (JICA) volunteer activities are entitled to take paid leave for these activities.	Apr. 2007	Number of beneficiaries	—	—	—
Mazda Flex Benefit System	This is a selective benefit system. Individual employees can seek the type of assistance that most suits them by choosing from a number of preset benefit options within the points they have. Livelihood support, capacity development, childrearing, nursing care, social contributions, hobbies, etc.	Oct. 2001	Scope of application	—	All employees	All employees
Benefit program to support employees' environmental protection and social contribution activities	As part of the Mazda Flex Benefit System, employees can apply their points toward compensation for the costs incurred during volunteer activities they perform. This system is also extended to employees who take a leave of absence to participate in JICA activities.	Oct. 2001	Number of applications	10	22	8
			Amount applied	yen	221,800	312,600
Paid leave	Labor and management cooperate to streamline and standardize work processes, helping to create an environment in which employees take the initiative in planning for and using their paid vacation days (vacation may be taken in 0.5-day increments).	Ongoing	Rate of acquisition	91	86.3	85.7
			Average of vacation days taken	days	17.3	16.4

<sup>1</sup> Operated under a different system before the commencement of this system.<sup>2</sup> The number of beneficiaries increased due to the effect of special measures against COVID-19.

Data | Major Product Lineup | Corporate Profile / Global Network | History of Mazda | Third-Party Verification | Third-Party Assurance

## People

### Education/Training Results

(Non-consolidated)

	Unit	FY March 2022
Average days of training per person	days/year	43.8
Average training cost per person	yen/year	93,184
Number of employees that received training	employees/year	15,893

### Major Education and Training Programs

Name of education and training program	Duration, frequency, etc.	Target	Objective	Content of training	Remarks
Mazda Business Leader Development (MBLD)	Once a year	All Group employees in Japan and overseas	<ul style="list-style-type: none"> <li>To communicate the intention of the top management</li> <li>To cultivate business leaders at all levels who have a company-wide perspective</li> <li>To reform the corporate culture and climate</li> </ul>	Regarding management issues and the future direction of the Company, message from the management team is delivered. The understanding and the future execution of the message through active participation by all employees is promoted	Commenced in 2000. Since FY March 2013, the program has been annually implemented on the theme of "Brand Value Management."
Global Business Leader Program	As needed	Employees selected from Mazda Group companies around the world	To hone skills in areas including leadership, broadness of vision, and the ability to think strategically, and train the next generation of business operators to take the lead in global business	The program features practical activities such as communication with top business leaders and engagement as a team on management issues	Inaugurated in FY March 2016
Human Resource Development at Global Production Sites	As needed	Management and production staff at overseas production sites	To provide basic training by level to employees working at overseas production sites	<ul style="list-style-type: none"> <li>Management training</li> <li>Supervisor education program</li> <li>Training for key players in three fields (production, maintenance and improvement)</li> <li>Technical skills training</li> <li>Karakuri Kaizen training</li> </ul>	—
Training by level <sup>*1</sup>	As needed	Administrative and engineering staff	To encourage employees to reconfirm their roles at each level, and consider how they can help improve the organizational strength of the Company	<ul style="list-style-type: none"> <li>Training for new employees</li> <li>Training for third-year employees</li> <li>Training for band 6 employees</li> <li>Training for managers and team leaders</li> <li>Training for general managers</li> </ul> Each training program is designed to promote changes in the employees' ways of thinking, through group discussion among members from different departments.	—
Management skill training <sup>*1</sup>	When newly appointed	Newly appointed senior managers, new band 5 employees (assistant manager level)	To develop trainees' awareness and sense of responsibility as managers and urge them to acquire a companywide perspective, thereby altering their mindset toward their own roles	Mazda Way, sustainability, compliance, internal controls, personnel management, human rights, safety and health, etc.	—
Production Leader Training Program <sup>*1</sup>	As needed	Foreman/Assistant Foreman/Team Leader candidates	To develop trainees' abilities to recognize and resolve problems, management improvement skills, and leadership capabilities and other skills required to work as a leader at each level	<ul style="list-style-type: none"> <li>Super leader training</li> <li>Senior leader training</li> <li>Team leader training</li> <li>Junior leader training</li> </ul>	—
WorldSkills Competition Training Program <sup>*1</sup>	Two years /29 employees	Selected employees in the production field who are under 21 years old	<ul style="list-style-type: none"> <li>Systematic training of young engineers</li> <li>Training participants to compete in the regional, national and international WorldSkills competitions</li> </ul>	Employees are trained in special skills so as to participate in the WorldSkills competition	Results of FY March 2022 Gold and Silver medals in Sheet Metal Technology 1 of each Gold and Silver medals in Autobody Repair 1 of each
Advanced Technical Skills Training course <sup>**2</sup>	As needed	Selected highly skilled employees	To preserve the advanced technical skills necessary for manufacturing and hand them down from one generation of craftspeople to the next	<ul style="list-style-type: none"> <li>During the two-year program, one expert trains two apprentices</li> <li>After completing the course, the expert is awarded the title of Production Engineering Meister and receive the Meister Badge</li> </ul>	Cumulative Results since 1996 Number of employees completing the course 138 Production Engineering Meisters 67 Monotsukuri Meisters 28 Hiroshima Prefecture award-winning skilled workers 21 Contemporary Master Craftspeople 17 Medal with Yellow Ribbon recipients 19
Welding Skills Training Program <sup>*1</sup>	As needed	Welding technicians	<ul style="list-style-type: none"> <li>To train technicians to compete in the regional and national competitions</li> <li>To promote the growth of individual technicians, pass on skills within Mazda and raise standards</li> </ul>	Specialized training is conducted with the goal of sending welding technicians to complete in the national championships	Inaugurated in 1982 (Figures below are the cumulative numbers) National competition winners 11 Prize recipients 39

<sup>\*1</sup> Initiatives at Mazda Motor Corporation

<sup>\*\*2</sup> Twenty-four courses comprising skills to pass on to new engineers are available in 13 fields: iron and casting, die casting, casting, powder alloys, heat treatment, machining, engine assembly, axle assembly, transmission assembly, press, chassis, painting, and vehicle assembly

Data | Major Product Lineup | Corporate Profile / Global Network | History of Mazda | Third-Party Verification | Third-Party Assurance

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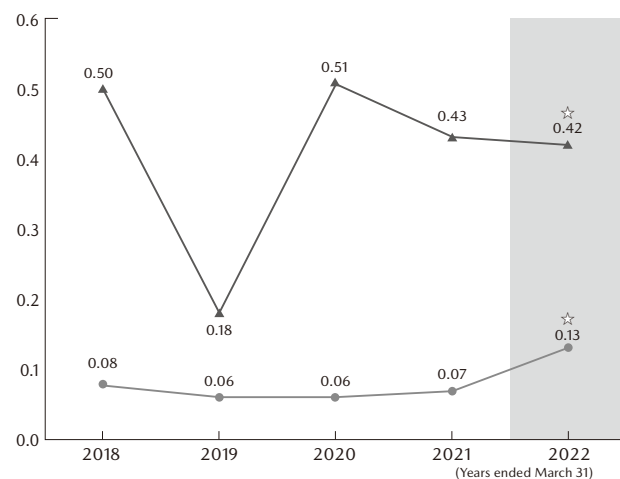
### Global Lost-Time Injury Frequency Rate\*

FY March 2022	0.13
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\*Lost-time injury frequency rate: The number of lost-time accidents per million person-hours worked.

Scope of data collection: Mazda Motor Corporation, eight Group companies in Japan, and five overseas production sites (Subsidiaries and equity-method Group companies that promote safety and health initiatives are included in the scope of data collection.)

Injury Frequency Rate ☆ Subject to independent third-party assurance (P129) (Non-consolidated)



▲ Total injury frequency rate ● Lost-time injury frequency rate

\* Total injury frequency rate:

The number of lost-time and non-lost-time accidents in Mazda Motor Corporation per million person-hours worked.

Lost-time injury frequency rate:

The number of lost-time accidents in Mazda Motor Corporation per million person-hours worked.

\* For third-party assurance obtained for FY March 2018 to FY March 2021 figures, please refer to the Sustainability Reports for the respective year.

### Number of Participants in Education and Training Programs Concerning Occupational Safety and Health

(Non-consolidated)

Contents	Unit	FY March 2020	FY March 2021	FY March 2022
Safety and health training prescribed by the Occupational Safety and Health Law		4,665 (including 649 from Group companies and suppliers)	3,896 (including 332 from Group companies and suppliers)	4,623 (including 391 from Group companies and suppliers)
Training for achieving zero accidents (prediction trainer training, etc.)		415	275	440
Capacity-building training for dangerous or hazardous work engaged persons (forklift operation, etc.)	person	442	797	493
Training for safety and health managerial and supervisory personnel (for newly appointed personnel)		138	170	121
Practical first aid training (including AED use)		855	209	175

### Number of Participants in Mental Health Training

(Non-consolidated)

	Unit	FY March 2020	FY March 2021	FY March 2022
Training for newly appointed managers		186	214	228
Training for managers (advanced)		76	104	104
Training for third-year employees (Self-care seminar)	person	256	(postponed by infection prevention)	461 (including previous year's target person)
Training by division (at the division's request)		357	328	150

### Organizational Diagnosis in Vitality Checkups (Comprehensive Health Risk and Comprehensive Health Degree of the Organization)

(Non-consolidated)

	FY March 2020	FY March 2021	FY March 2022
Comprehensive health risk <sup>1</sup>	87	87	86
Comprehensive health degree of the organization <sup>2</sup>	52.5	52.5	52.9

<sup>1</sup> An indicator of health effect (risk), based on workload/discretion/support conditions. The above figures are calculated assuming the national average value (announced by the Ministry of Health, Labour and Welfare) to be 100. (A smaller value indicates a smaller risk.)

<sup>2</sup> An indicator of the organization's current health degree, based on the stress response and work engagement. Expressed as a deviation value.

### Results on Measures to Prevent Lifestyle-Related Diseases

(Non-consolidated)

	Unit	FY March 2020	FY March 2021	FY March 2022
Nonsmoking promotion activities	Percentage of employees who smoke	%	28.7	27.7
Walking activities	Number of participants in Mazda Active Walking	person	5,920	4,224

### Results on Healthcare Guidance

(Non-consolidated)

	Unit	FY March 2020	FY March 2021	FY March 2022
Personal guidance on the basis of health checkup results (including specific health guidance)	case	2,041	1,488	2,307

### Number of participants in practical disaster drills\*

(Mazda Head Office)

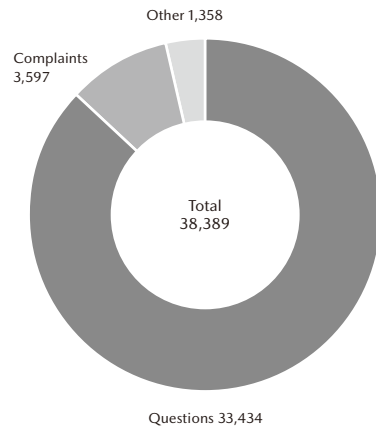
	Unit	FY March 2020	FY March 2021	FY March 2022
Practical disaster drills	person	12,500	8,059	7,782

\* Drill for disaster response, firefighting and first aid (using AED) in preparation for an earthquake, tidal wave, etc.

Data | Major Product Lineup | Corporate Profile / Global Network | History of Mazda | Third-Party Verification | Third-Party Assurance

## People • Society

FY March 2022 Breakdown of Mazda Call Center Customer Responses by Type (In Japan)



Number of Recalls (In Japan)

Unit	FY March 2022
Case	5
10,000 vehicles	13.1

Expenses Related to Social Contribution Activities\* (Consolidated)

	Unit	FY March 2022
Cash donations (including advertising sponsorships)		1,525
Labor costs for employees who volunteer during working hours		423
Contribution in kind (in monetary terms)	Million yen	13
Operating expenses (voluntary program expenses, facility openings, etc.)		617
<b>Total</b>		<b>2,578</b>

\*Boundary of data collection: Mazda Motor Corporation and major domestic and overseas consolidated subsidiaries

Breakdown of Human Rights Consultations (Non-consolidated)

	Unit	FY March 2022
Harassment		24
Human relationships in the workplace	Case	8
Other		3
<b>Total</b>		<b>35</b>

Number of Reports to the Mazda Global Hotline\* (Consolidated)

	Unit	FY March 2022
Reports regarding Mazda		25
Reports regarding Group companies	Case	27
Unknown		2
<b>Total</b>		<b>54</b>

\*Including reports and consultations related to harassment and other labor-related problems, working hours management, and suspected violations of the Mazda working regulations

Number of Suppliers

	Unit	As of March 31, 2022
Automotive parts		549
Materials, etc.	Company	139
Equipment and tools		384
<b>Total</b>		<b>1,072</b>

Global Employee Survey (Positive Answer Percentage)

	Contents	Unit	FY March 2020	FY March 2021	FY March 2022
My workplace is engaged in CSR through their day-to-day activities. <sup>*1,2</sup>	CSR		46	51	54
I feel inspired/driven to achieve more than what is expected of me. <sup>*3</sup>			64	67	66
I understand my role in helping the company be successful. <sup>*3</sup>	Work motivation		64	69	70
I propose and implement new or better ways of working that enable me to deliver Mazda's brand philosophy and vision. <sup>*3</sup>		%	46	49	49
I understand my company's basic philosophy and policy for human rights. <sup>*1,2</sup>	Human rights		84	85	86
My company takes appropriate action if there is a violation of human rights. <sup>*1,2</sup>			77	78	78
Legal and company policy compliance is strictly observed in this company. <sup>*3</sup>	Compliance		76	76	80

\*1 Percentage of positive responses from indirect employees (The survey was conducted on both direct and indirect employees.)

\*2 Non-consolidated

\*3 Consolidated

Purchasing Cooperative Organizations\*

	Unit	As of March 31, 2022
Parts suppliers	Yokokai	167
Materials suppliers (Raw materials, equipment, molds, etc.)	Yoshinkai	78

\*An autonomous management organization, comprising suppliers that have a certain degree of transaction with Mazda, with the purpose of strengthening relationships between Mazda and its suppliers as well as promoting mutual growth and prosperity. The procurement amount from member companies of Yokokai and Yoshinkai accounts for about 90% of the whole.