

Contribution to People's  
Mental WellnessImproving Employee Job  
Satisfaction

Respect for Human Rights

## CHAPTER

## 3

## PEOPLE

While ensuring every individual working together fully demonstrates his/her individuality, Mazda enriches the lives of customers by offering new forms of car ownership and automobile culture through its unique human-centered approach.



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## PEOPLE

CONTRIBUTION TO  
PEOPLE'S MENTAL  
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## Recognizing Social Issues

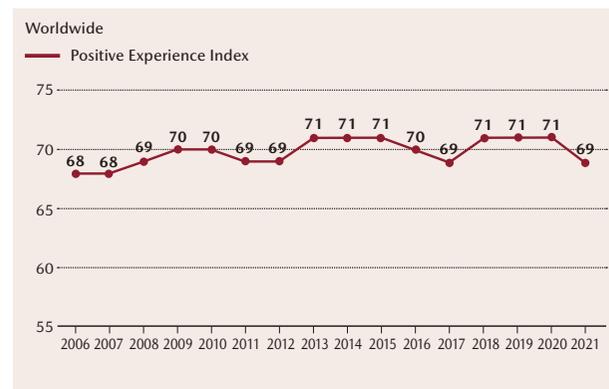
The preamble to the Constitution of the World Health Organization (WHO) defines that "Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity." Here, health is expressed with the word "well-being."

Gallup, Inc. of the United States has conducted an emotional health survey in more than 140 countries and areas. In this survey, Respondents' emotional experiences serve as one of its key measurement indicators.

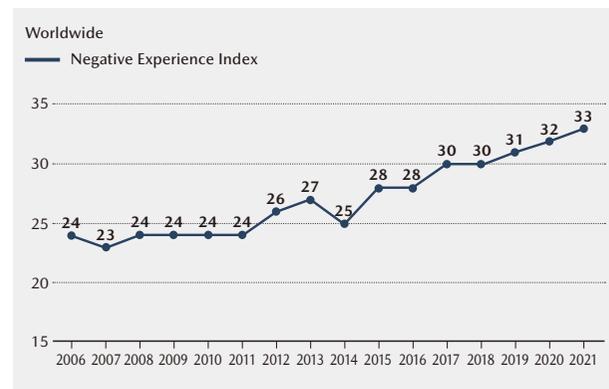
The survey results revealed that during the period between 2006 and 2021, Positive Experience Index scores (feeling well-rested, feeling treated with respect, laughing and smiling, enjoyment, and learning or doing something interesting) stayed about the same, whereas Negative Experience Index scores (physical pain, worry, sadness, stress, and anger) showed a deteriorating trend since 2015. Presumably, increasing the opportunities for positive experiences will lead to improvement in people's emotional health in the future.

Meanwhile, the industrial world — the information technology industry in particular — has begun to see some companies incorporating the perspective of well-being, which encompasses not only physical health but also mental and social health, into the process of product and technology development.

Positive Experience Index, 2006-2021



Negative Experience Index, 2006-2021



The above graphs were created by Mazda with permission from Gallup, Inc., based on the graphs in the Gallup Global Emotions 2022 report.

[▶ Gallup Global Emotions 2022 Report by Gallup, Inc.](#)

## Mazda's Approach to Resolving Issues

## Reasons for Addressing Social Issues

Around 2030, Mazda predicts that while people will benefit from the economic affluence achieved by mechanization and automation, they will be less associated with society due to weakening real-world human connections, with reduced opportunities to live spiritually rich lives, realize a society where all people harmoniously coexist, and feel the pleasure of ownership. Furthermore, people may be subject to high stress caused by the vulnerability of the social systems, which will have been optimized to seek higher efficiency.

Given these circumstances, the value of vehicles is expected to become more diversified, so people will select vehicles according to their purpose, e.g., for driving supported by vehicle-infrastructure cooperative systems, for enjoying driving, and for feeling the joy of ownership.

Mazda aims to enhance customers' mental well-being with the satisfaction that comes from protecting the planet and contributing to society with a car that offers true driving pleasure.

## Approach to Resolving Social Issues

Mazda hopes to enrich the lives of customers by offering new forms of car ownership and automobile culture through its unique human-centered approach.

- Further maturing Mazda's Kodo design language, which is grounded in a philosophy of bringing cars to life and raises car design to the level of art to enrich people's emotional lives
- Further pursuing a *Jinba-ittai* — or sense of oneness between driver and vehicle — driving feel, which unlocks people's potential and revitalizes them mentally and physically
- Enhancing events and experiences for customers to build special bonds with Mazda by providing a comfortable space and through other means

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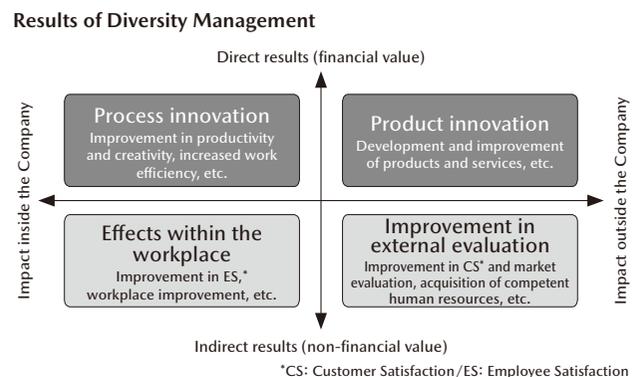
# IMPROVING EMPLOYEE JOB SATISFACTION

## Recognizing Social Issues

Securing a labor force is one of the challenges confronting developed countries, where the percentage of working-age population has been on the decline. On top of this, changing market circumstances as exemplified by globalization in recent years have caused numerous new uncertainties for companies and brought changes in their competitive environments. Companies are therefore required to accurately identify diversifying customer needs and innovate to seize new revenue-generating opportunities, while also needing flexibly respond to risks and making them into business opportunities.

In these circumstances, in order for companies to sustain growth, it is essential to secure a diverse range of human resources in accomplishing their management strategies. To this end, companies should pursue diversity management. Cultivating both a work climate and work-style frameworks that can motivate a diverse pool of employees, enables companies to assign the right person to the right position, and thus provide opportunities to individual employees to exercise their potential to the fullest. By doing so, diversity management aims to allow companies to achieve positive management results, including product innovation, process innovation, improvement in external evaluation and effects within the workplace.

Furthermore, companies must step up their efforts to continue to create corporate value over the medium and long term by leveraging the differences between diverse attributes to improve the company's risk management capabilities and the supervisory function of the Board of Directors.



[▶ The above figure was created by Mazda, based on "FY March 2017 New Diversity Management Selection 100 — Collection of Best Practices" published by the Ministry of Economy, Trade and Industry \(Japanese only\)](#)

## Mazda's Approach to Resolving Issues

### Reasons for Addressing Social Issues

Mazda recognizes that people are its most important resource and aims to be a company staffed by people who enjoy their work. In accordance with Mazda's value of "our unique co-creation with others," Mazda respects the diversity of its employees from various backgrounds, including race, nationality, faith, gender, social status, family origin, age, mental or physical disability, sexual orientation, and gender identity. The Company also strives to promote flexible and diverse work styles and improve working conditions and environments, thereby enhancing employees' motivation and increasing work efficiency from the viewpoint of total optimization.

### Approach to Resolving Social Issues

The Company aims to foster a corporate climate in which every employee can express his/her individuality while working alongside others to contribute to the Company and society. Mazda promotes human resources training based on the Mazda Way principles that are shared throughout the entire Mazda Group worldwide. Also, the Company has established Group-wide human resources policies and measures along with promotion of various initiatives.

- New flexible work styles (remote work, satellite office)
- Reform company-wide operation system to support new work style
- Promote diversity and inclusion, etc.

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## CONTRIBUTION TO PEOPLE'S MENTAL WELLNESS

Mazda hopes to enrich the lives of customers by offering new forms of car ownership and automobile culture through its human-centered approach.

With a view to building special bonds with customers in more than 130 countries and regions where Mazda vehicles are sold, Mazda pushes forward with various initiatives in cooperation with local distributors/dealerships to provide customers with a Mazda brand experience in all stages of their car ownership.

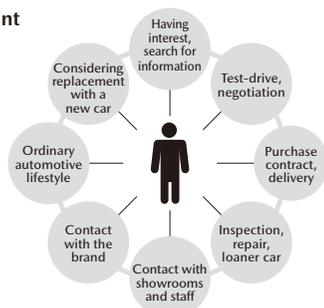
### Three Approaches to Establish an Emotional Connection with Customers

To establish an emotional connection with customers, Mazda considers it necessary to take into account all touch points, i.e., not only the period during which customers are in possession of a Mazda vehicle, but also the periods before they purchase the vehicle and after they let go of it. Under this belief, the Company has determined three approaches that sales, marketing, customer services, and other relevant divisions should jointly pursue, based on which the Group companies of each country/region implement specific measures appropriate for their local cultures and environment.

#### Three approaches

- View customers from a lifelong perspective. In childhood, people ride in their family vehicle, and after growing up, they enjoy owning their own vehicle. Then at an advanced age, they return to riding in someone else's vehicle. It is important to have customers continue to feel close to Mazda and Mazda vehicles over all these years.
- Continuously maintain the relationship. Always provide

#### Every touch point



customers with excitement and stimulation so that customers can feel a stronger connection to Mazda as time proceeds.

- Place particular emphasis on Mazda's uniqueness (e.g., strong attachment to Hiroshima, where Mazda Head Office is located, enthusiasm for offering driving pleasure).

#### Approach to Developing Products

In 2017, in light of the rapid changes taking place in the global automotive industry, Mazda announced "Sustainable Zoom-Zoom 2030." This new vision for technology development takes a longer-term perspective and sets out how Mazda will use driving pleasure, the fundamental appeal of the automobile, to help solve issues facing people, the earth and society. Mazda aims to offer new forms of car ownership and automobile culture through its unique human-centered approach. To achieve this, Mazda is engaged in various research and development projects.

- Further maturing Mazda's Kodo design language, which is grounded in the philosophy of bringing cars to life and enriching people's lives.
- Further pursuing a *Jinba-ittai*—or a sense of oneness between driver and vehicle—driving feel, which unlocks people's potential and provides a mentally and physically revitalizing experience.

#### Kodo—Soul of Motion Design Philosophy: A Step Further

Since 2010, Mazda has striven to create cars that embody the dynamic beauty of life through application of its Kodo—Soul of Motion design philosophy. Going deeper, the matured Kodo design pursues the expression of a "new elegance" based on Japanese aesthetic sensibilities. This further evolved Kodo design focuses on a "less is more" aesthetic that cherishes space and eliminates non-essential elements to create simplicity of form. The challenge then is to bring the car to life via carefully honed reflections on the body surface.

The CX-60, launched in 2022, was designed to further mature the Kodo—Soul of Motion design philosophy. The model encapsulates the Japanese sensibility to harmonize with nature, embodying the toughness and meticulousness through its form.

CX-60



#### Skyactiv-Vehicle Dynamics Improves Handling, Comfort, and Stability

Mazda has been pushing ahead with the development of Skyactiv-Vehicle Dynamics, a series of vehicle dynamics control technologies. These technologies provide integrated control of the engine, transmission, chassis, and body to enhance the car's *Jinba-ittai* driving feel—a sense of connectedness between the car and the driver. In July 2016, the Company released the first technology in the Skyactiv-Vehicle Dynamics series, G-Vectoring Control (GVC),\*<sup>1</sup> followed by the second technology, G-Vectoring Control Plus (GVC Plus), introduced in October 2018. GVC Plus uses the brakes to add direct yaw moment control. As the driver steers out of a corner by returning the steering wheel to the center position, GVC Plus applies a light braking force to the outer wheels, providing a stabilizing moment that helps restore the vehicle to straight-line running. The system realizes consistently smooth transitions between yaw, roll, and pitch, even under high cornering forces, improving the vehicle's ability to accurately track sudden steering inputs and crisply exit corners. In addition to improving handling in emergency collision avoidance maneuvers, GVC Plus offers a reassuring feeling of control when changing lanes on the highway and when driving on snow or other slippery road surfaces. In FY March 2021, the Company also introduced electric G-Vectoring Control Plus (e-GVC Plus), designed to enhance the consistency of vehicle response to control inputs in all directions and realize seamless transitions between G forces, taking advantage of its electrification technologies.

#### Skyactiv-Vehicle Architecture Vehicle Structural Technologies

Skyactiv-Vehicle Architecture was developed and enhanced focus on the human-centered design philosophy to leverage the human body's inherent ability to balance itself. Mazda reviewed every component and function -- seats, body, chassis, NVH performance, etc.-- approaching development and commercial implementation from the viewpoint of total vehicle optimization. This technology improves the body's balance in driving operations and allows the driver to control the car more easily, enhancing the ultimate *Jinba-ittai* driving feel.

\*1 The world's first control system to vary engine torque in response to steering inputs in order to provide integrated control of lateral and longitudinal acceleration forces and optimize the vertical load on each wheel for smooth and efficient vehicle motion. (As of June 2016 for mass production vehicles, according to in-house investigation)

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## New Technologies and Values Incorporated in the Skyactiv-Vehicle Architecture

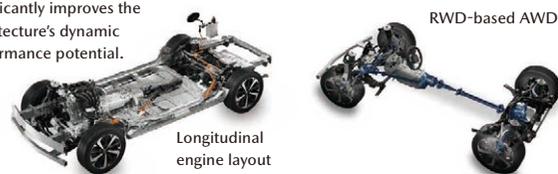
Skyactiv-Vehicle Architecture used in the Large Products portfolio, starting with CX-60, has elevated Mazda's pursuit of human-centered design to the next level. The longitudinal engine layout was adopted to harness the higher output of the newly developed powertrain, enabling the ideal front-rear weight distribution that maximizes the four wheels' performance. Combined with the RWD-based AWD, which offers both good handling and high stability, the Architecture has significantly enhanced the car's dynamic performance potential.

Mazda also focused on people's "ability to extend bodily boundaries"<sup>\*1</sup> and aimed to allow the ability to manifest itself through driving. The design team took an integrated approach in crafting the car's sounds and handling system so the driver can feel the car's behaviors and experience a sensation as if their brain is directly connected to the vehicle.

The advancement in platform technology introduced in CX-60 to unleash the "ability to extend bodily boundaries" allows the driver to enjoy driving with more confidence by having a continuous sense of connectedness to the car. Passengers also benefit from the improved designs: with the suspension that smoothly controls car body motions, the seating that allows occupants to demonstrate their bodies' balancing capability, and the car body that offers a quiet, high-quality ride, CX-60 provides a comfortable and pleasant travel environment to all passengers, where they would not easily get tired even during long drives.

### Longitudinal engine layout × RWD-based AWD

Significantly improves the Architecture's dynamic performance potential.



### The ability to extend bodily boundaries

The sensation that simulates a direct connection between the brain and the car



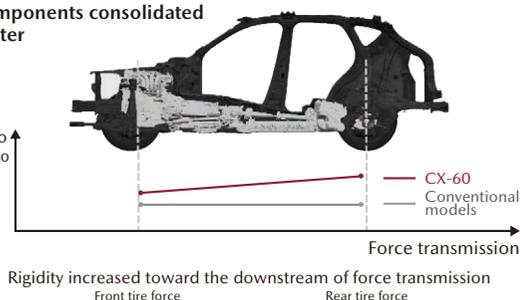
## 1. The force transmission design that provides a sensation of constant synchronization between the vehicle and the driver:

Leveraging the longitudinal engine layout, the powertrain and other heavy components were consolidated at the center, enabling the smooth conversion of wheels' force to cornering motion without delay. Furthermore, the rigidity distribution of the vehicle was comprehensively revised to increase the rigidity toward the downstream as the force is transmitted from the steering wheel to the front tires and to the rear tires. The new design enhances smooth force transmission, enabling the driver to experience an increased sense of connectedness (synchronization) to the vehicle.

### Heavy components consolidated at the center

E.g.) PHEV

Rigidity ratio  
(Compared to  
conventional  
models)



## 2. Postural design that maintains the sense of synchronization:

To maintain the sense of connectedness (synchronization) between the driver and the vehicle, Mazda introduced a double wishbone suspension system for the front and a full multi-link suspension system for the rear to stabilize the car body's postural changes against external disturbances, including changes in road surfaces.

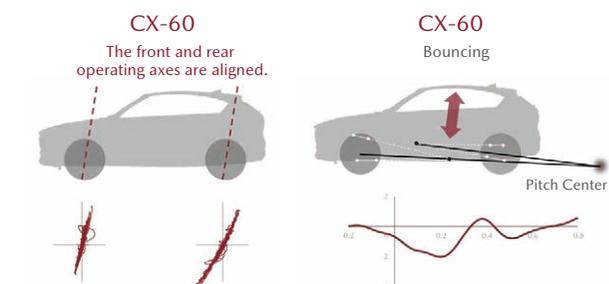
Aligning the front and rear operating axes of the suspensions allows smooth operation from the very first stroke, with springs following the vehicle's cornering force in a simple motion. The suspension systems also convert pitching<sup>\*2</sup> to vertical bouncing to consistently maintain the driver's sense of connectedness to the car, even against external disturbances. The vertical bouncing, combined with the driver's and passengers' seating designed to keep the pelvis upright, enables all car occupants to demonstrate their body balancing capability throughout the travel, mitigating motion sickness and fatigue in longer drives.

The design also maximizes the effects of Kinematic Posture Control (KPC),<sup>\*3</sup> a vehicle dynamics control technology that provides a better sense of connectedness and keeps the car in a more stable posture even during high-speed cornering maneuvers.



Front: Double wishbone suspension

Rear: Full multi-link suspension



<sup>\*1</sup> Example: The ability to use a tool or a device as an integral part of the human body, such as when using chopsticks.

<sup>\*2</sup> Seesaw-like behavior

<sup>\*3</sup> The rear suspension is built in such a way that it generates an anti-lift force when the brakes are applied by lightly braking the inside back wheel while cornering at higher G-forces, thereby reducing roll and pulling the body down into a more stable position.

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**3. Feedback design that stimulates all five senses to convey the sense of synchronization:**

A feedback design that engages all five senses is critical in providing a sense of connectedness (synchronization) to the car. This time, we focused on the abundance of stimulation via the typical interface between the vehicle and its occupants, such as the seating and the engine sound. The seat pushing the driver from behind as they press down on the gas pedal, the heavy engine sound, and the views outside rapidly changing as the car travels ahead--such stimulations combine to provide excitement and the sense of connectedness to the vehicle.

**4. Body design that offers a quiet, high-quality ride:**

The straight, uninterrupted skeleton of the longitudinal platform has been fully leveraged in the design to control the three major energies: collision, tire input, and sound vibration. Specifically, the design utilizes the linear front structure to efficiently convert and absorb the collision energy at the front of the damper tops. Furthermore, rigidity is increased behind the damper tops to raise the resonance frequency of the skeleton, enabling efficient transmission of necessary energies and reducing the transmission of vibrations caused by unpleasant frequencies. The dumper tops are constructed of cast aluminum to effectively reflect the sound vibration energy off the vehicle body to reduce vibration, simultaneously improving quietness.



## SOUND

**Heavy engine sound**

Sound engineered based on the human ear structure to enhance the lower, heavier-sounding frequencies

Conventional models

**LARGE**

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## SEAT

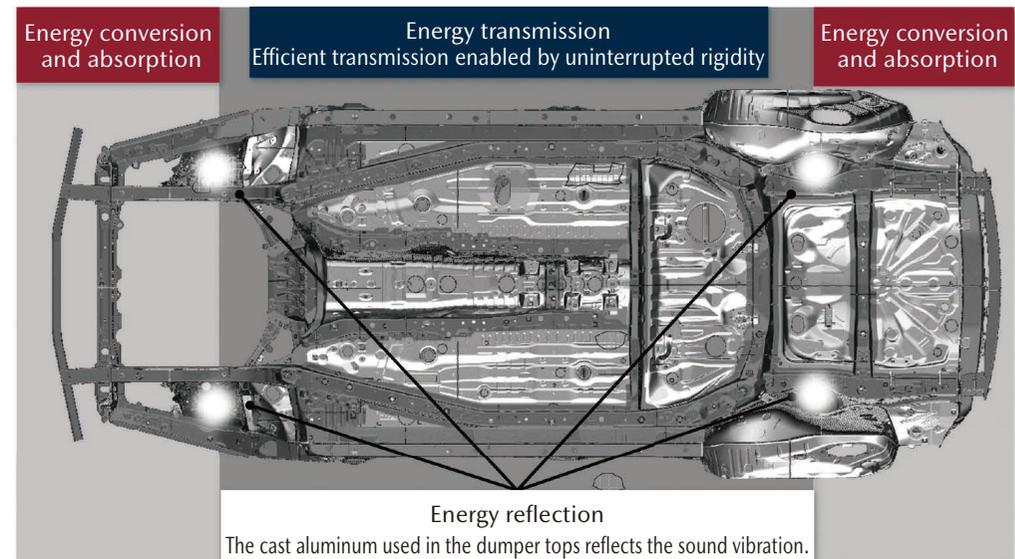
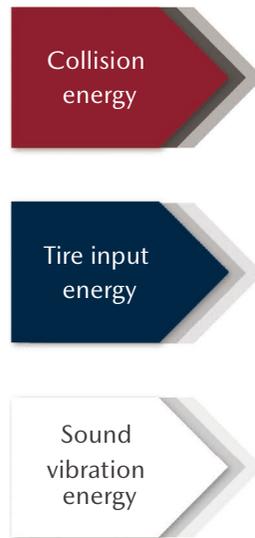
**Seats that allow the driver to clearly feel the vehicle's response**

Clear counterforce with less undesirable vibration

Body pressure distribution on the back

Conventional models

**LARGE**



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## Responding to the Diverse Customer Needs

Mazda has been establishing a system to deliver products and services to customers in the most appropriate way taking into consideration the cultures and trends of each country and region. At its R&D centers in Japan, North America, Europe and China, Mazda gathers information about markets and customers around the globe. Through local testing, Mazda develops products and provides services to suit its customers' wide-ranging needs.

To effectively enhance its brand awareness, Mazda focuses on promoting an understanding of the Mazda brand's common visions and the Company's spirit of product development and manufacturing, rather than on awareness of individual models.

### Examples to Meet Specific Customer Needs

#### <Research and Product Planning Conducted by Female Members>

To respond to the increasingly diverse needs of female drivers, a team composed of female members from various departments conducts planning and research on the vehicles which are convenient for them to use.

#### <Customizing Business (in Japan)>

Believing that the development of vehicles serving people with specific needs is essential to a more open and accessible automotive society, Mazda produces a wide range of vehicle types, as described below (as of October 2021).

Specially outfitted passenger vehicles	Vehicles for the transportation of COVID-19 patients with mild symptoms	Mazda has developed specially designed vehicles for the transportation of COVID-19 patients with mild symptoms to be used by local governments, companies, etc. Mounted with various accessories to reduce the risk of infection, the specially designed vehicle provides safety and peace of mind to both transport staff and patients.
	Instructional vehicles	Mazda offers its instructional vehicles equipped with various unique features. As the first car that trainees drive in their life, it can help them to feel driving pleasure and to acquire correct driving techniques.
	Vehicles for people with special needs	In 1995, Mazda became the first Japanese automaker to launch a vehicle for people with special needs. It was developed with top priority placed on "ease of use and comfort for both care givers and receivers." The Company has expanded the lineup to three types.
Commercial and specially equipped vehicles	Mazda offers a wide commercial vehicle lineup to respond to various business needs. To satisfy highly specialized needs, the Company has developed the TESMA line of specially equipped vehicles, adapting the Bongo Van and Titan Truck for use as refrigerator trucks, freezer trucks, lift gate trucks, etc.	

### Mazda instructional vehicle

Mazda instructional vehicles (released in May 2019) pursue the ideal features for instructional vehicles, i.e. being easy to operate for both trainees and trainers, and able to help trainees acquire correct driving techniques and drive more safely and with peace of mind.



### Lineup for vehicles for people with special needs (as of June 30, 2021)



- **Vehicles with a swivel passenger seat:**  
Vehicle with a powered passenger seat that rotates (Mazda2)
- **Vehicles with a lift-up passenger seat:**  
Vehicles with a powered lift-up passenger seat that elevates and rotates (CX-5)
- **Wheelchair-ramp-equipped vehicle:**  
Vehicle with a ramp that enables people in a wheelchair to get in and out while remaining in a wheelchair (Flair Wagon)
- **Vehicle with hand-operated controls:**  
A welfare model that allows the driver to enjoy driving pleasure by only using both hands (Roadster [MX-5 overseas])

### Self-empowerment Driving Vehicle

Self-empowerment Driving Vehicles were developed to empower people to travel and act independently, helping them enjoy richer, more fulfilling lives.

In developing the vehicle, Mazda interviewed a large group of individuals with lower-limb disabilities about their difficulties. The insight propelled the development forward with the focus on driving, entering the vehicle, and wheelchair loading to solve the common challenges and deliver the "driving pleasure" Mazda has to offer to everyone.

MX-30 Self-empowerment Driving Vehicle, which became available for pre-orders in December 2021, is a vehicle with hand controls that we offer as an option to help empower customers' mobility and autonomy. One example of equipment is the driving system with hand controls. This system allows easy switching between hand-operated and pedal-operated driving, providing an opportunity for people with disabilities to operate the vehicle themselves or take turns with their friends or family members. A Transfer Board that helps a wheelchair user transfer between their wheelchair and the driver's seat is also available. We offer online consultations with our specialists via our official website, who will listen to customers' individual requirements and propose a configuration specifically tailored to the customers' needs.

Mazda will continue its development efforts to brighten people's lives through car ownership.

### MX-30 Self-empowerment Driving Vehicle



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### Co-Creation of Product Training by Mazda Motor Corporation and Distributor / Dealership Staff

Mazda offers training for sales staff to enable them to provide customers with correct and detailed information on the attractive features of Mazda vehicles. As part of the initiatives to enhance brand value, the training is aimed at globally communicating the ideas and efforts employed in development and manufacturing, as well as stories behind the technology, in addition to basic information on functions and equipment.

#### Seminar targeted at training staff of distributor / dealership



### Product Information, Display, and Advertising

For product information and display, Mazda not only complies strictly with each law and regulation of each country and region, but also places strong emphasis on safety, human rights, environmental issues, and ethical standards, giving careful attention to information display and expression appropriate for a company that manufactures and sells automobiles. Moreover, Mazda conducts studies on advertising on a periodic basis to check whether information provided to customers is correct and understandable. Video and animated computer graphics are used to provide customers with easily understandable explanations of products' features and functions.

### Building Bonds with Customers Through Mazda Official Merchandise

The Mazda Collection, a series of Mazda official merchandise created to commemorate the Company's 100th anniversary, was planned and developed under the supervision of Mazda's Design Division with the aim of bringing the essence of Mazda's world into various aspects of everyday life.

The Mazda 787B 30th Collection, launched in June 2021, focused on how the legendary victory at the 24 Hours of Le Mans is still talked about among the generations even after 30 years. The product lineup includes matching T-shirts for parents and children who wish to reminisce and share the excitement beyond generations.

Mazda Journey is a collection that encapsulates the essence of Mazda CX-60, representing the time a Mazda can spend together with a customer as a "Journey." It features items that invite owners to go on a journey with their cars, including weekend bags and cushion blankets created in collaboration with a long-established Japanese brand.

Mazda will continue to expand the Mazda Collection to provide opportunities for the customers to feel closer to the Mazda brand and enjoy Mazda's world.



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## Communicating the Mazda Brand and Providing the Brand Experience

Mazda promotes initiatives to provide customers with opportunities to communicate with the Mazda brand and strengthen bonds with Mazda throughout their car ownership. To convey globally consistent visual impressions, the VI (Visual Identity) Guidelines have been established and shared within the entire Mazda Group.

### New Concept in Sales Outlets "New-Generation Showrooms"

Starting in FY March 2015, Mazda has been developing a new concept in sales outlets both in Japan and overseas, which is called New-Generation Showrooms, to allow customers to experience the attractiveness of Mazda and its vehicles (218 sales outlets in Japan as of March 2022). Under the supervision of Mazda's Design Division, the showrooms are built in accordance with guidelines specifying three values to provide\*1 and four showroom design concepts.\*2 Interiors and exteriors are designed using colors of black, white and silver, with black-based facility signs,\*3 and as accents, wood is used to form a comfortable space where dignity, high quality and warmth are well-balanced. In FY March 2016 in Japan, Mazda Brand Space Osaka, a showroom directly run by Mazda, was opened and has attracted many visitors. Mazda is also developing New-Generation Showrooms overseas in collaboration with local sales-related Group companies.

#### [Japan] New-Generation Showroom



#### [United States] New-Generation Showroom



### Information Service for Customers through Websites

Mazda makes efforts to enhance the usability of its website to enable the website visitors to easily obtain the information they need. The website is designed to communicate to many people, not only the facts, but also the underlying principles and philosophy. The website also provides easily understandable information useful for customers at all stages from considering a purchase to the ownership of their vehicles. Many opinions and messages of encouragement have been posted in response to the articles on the Company's social media pages. Mazda has also launched various new services that allow members to enjoy a variety of experiences unique to Mazda through the membership website (CLUB MAZDA).

[Example of information services through websites  
Mazda MX-30 digital owner's manual \(Japanese\)](#)



[Digital magazine "Mazda Stories"](#)



[Membership website "CLUB MAZDA"](#)



\*1 Shop designed with sense of exhilaration and Mazda uniqueness, new vehicle showroom that highlights the attractive features of Mazda vehicles, and shop layout that can help strengthen bonds with people

\*2 Dignified presence, power to attract people, showing vehicle as attractive and beautiful, with comfortable furniture

\*3 Mazda brand symbol and showroom name that are used at each showroom

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## CLASSIC MAZDA

Thus far, the Classic Mazda website has provided information about restoration services and restoration parts for the first MX-5 (Roadster in Japan) and RX-7, based on the Company's aspiration to foster a society where not only new vehicles but also old vehicles can be valued and contribute to the automobile culture of the world.

We have so far worked on and completed the restoration of 11 vehicles. Although Mazda's services emphasize sharing thoughts and feelings with customers, we were compelled to replace the work tour with online sessions for the first time due to the COVID-19 pandemic. We were grateful for our customers' flexibility despite the circumstances. It also became a precious opportunity for us to reaffirm that Mazda's spirit is well understood and reciprocated.

In conjunction with the release of restoration parts for the RX-7, our website has started a series of articles on the production site of the rotary engine. These articles describe how technology, people, and ambition play central roles in ensuring the continuity of the parts required to maintain the vehicles even after mass production has ended.



[▶ CLASSIC MAZDA website \(Japanese only\)](#)

## Promoting Activities to Enable Customers to Experience "Driving Pleasure"

Mazda promotes activities in which both beginners and advanced drivers can easily participate, to experience "driving pleasure" and learn about driving considering safety and the environment. Various events for multiple needs are offered. For example, at circuit events sponsored by Mazda, the Company holds lessons to learn advanced techniques useful in daily driving, and races in which everyone from beginners to advanced drivers can participate. These activities are designed to communicate the concept of Mazda's monotsukuri and its latest technologies to customers, and offering them opportunities to dialogue with employees. Through these various approaches, Mazda strives to establish special bonds with customers, while striking a balance between providing customers with driving pleasure and raising their safety and environmental awareness.

### Examples of Mazda-Sponsored Events:

**Mazda Fan Endurance (organizer: Circuit where the event is held, main administrator: B-Sports Corporation)**

A circuit event held by Mazda vehicle users. Regular vehicles without any special modifications can participate in this race. To promote safety and environmental awareness, professional driving advisors are stationed at the circuit to give participants advice regarding safe driving, and refueling is prohibited during the race, as a way to encourage better fuel economy.

**Mazda Driving Academy (organizers: B-Sports Corporation / Fuji International Speedway Co., Ltd.)**

A driving lesson event to teach participants driving theory and skills so that they can enjoy driving safely and with peace of mind in everyday life and lead a fulfilling life. As lessons are conducted using a circuit, participants can experience driving, turning and stopping in a way that they cannot do on ordinary roads. With the guidance of Mazda instructors, participants learn the correct driving posture and how to drive the car smoothly at low speed.

## Examples of Mazda-sponsored events

**Mazda Fan Endurance  
(With a total of 691 participants [in six races] in FY March 2022)**



## Mazda Driving Academy



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## Realizing Customer Services that Provide Close Support

Mazda's customer support aims to spur a positive change in customers' lives through our interactions, inspiring customers to discover small, unexpected happiness and surprise in their daily lives.

To achieve this, we are challenging ourselves to create such lifestyle-changing opportunities for customers on top of our ongoing efforts to provide a safer, more secure, and comfortable ownership experience.

Understanding customers' difficulties and expectations are crucial in successfully leading this initiative.

In addition to the fundamental efforts to develop and provide service/repair tools and service manuals and establish parts supply networks, Mazda is working with dealerships in Japan and overseas to reform operations and cultivate human resources capable of considering and acting toward customers' happiness.

### Providing Tools / Service Manuals

Hoping that customers can use Mazda vehicles more safely and with peace of mind that they can make better use of increasingly multifunctional devices, Mazda distributes digital owner's manuals, which enable customers to easily search and obtain the information they need by using their PC or smart phones. Mazda also promotes the initiatives to ensure a constant high service quality at Mazda Group dealers in Japan and overseas.

- Establishing an internet-based support system, which enables quick and efficient access to the latest service manuals, as well as efficient search for and ordering of parts
- Deploying unique malfunction diagnostic devices that are compatible with the sophisticated electronic control systems adopted in a wide range of safety and environmental technologies
- Providing information on special tools dedicated to Mazda vehicles and their usage

### Examples of tools in use

#### Digital owner's manual



Maintenance service information system (that provides information on various maintenance services for Mazda vehicles)



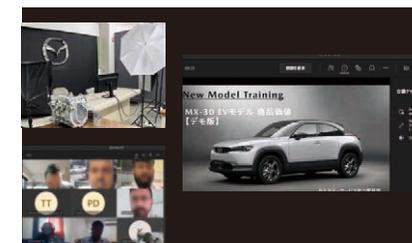
Mazda's unique malfunction diagnostic device

### Developing Service Trainers / Staff

Mazda aims to enrich individual customers' car ownership through the realization of the highest level of services that cater to individual customer needs and wishes.

To this end, the Company strives to develop service professionals with excellent maintenance skills and customer service skills. Mazda operates dedicated training centers in major countries and regions, and stations instructors who are well-versed in the local culture. The Company supports service staff members in their growth and in developing their individual sense of fulfillment and pride by holding online training sessions in response to the recent environmental changes and hosting Service Skills Competitions as a venue where service staff can demonstrate the skills that they have acquired. Furthermore, by incorporating information on the ideas and efforts employed in development and manufacturing into training sessions on new mechanisms and new technologies, the Company strives to develop service staff members who can communicate stories behind the technology to customers around the world.

As service staff will be increasingly diverse in the future, Mazda will continuously develop and introduce programs suitable for the aptitude of individual trainees to further improve the level of service staff.



Online training



Training using video

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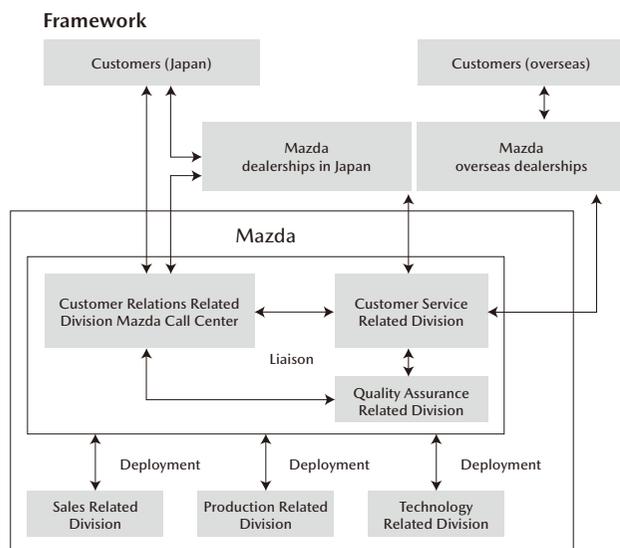
Respect for Human Rights

## Communication with Customers and Business Partners

### Responding to Expectations and Opinions of Customers

At distributors/dealerships in each country and region, systems have been established to listen to the opinions and requests of customers, to respond to them honestly, accurately and quickly, and to reflect them in sales and services in cooperation with Mazda Head Office.<sup>\*1</sup> The contacts of each market area and FAQ (frequently asked questions)<sup>\*2</sup> are available on the Mazda website for the convenience of customers.

To strengthen bonds with customers, Mazda conducts global surveys focusing on "Mazda brand experience," "sales and after-sales services," "ownership cost," "product attractiveness," and other specific items. Through these surveys, the Company identifies problems in each market and addresses them in cooperation with local distributors/dealerships. With the indicators to measure customer satisfaction (☑ P110) applied, the PDCA (plan-do-check-act) cycle process has been established.



### Sharing and Recognition of Best Practices at Distributors / Dealerships

To boost the sales and CS<sup>\*3</sup> efforts throughout the distributors and dealerships, Mazda has a system of sharing and honoring best practices demonstrated by the staff members of the dealerships that contributed to increased CS through excellent teamwork and the sales and service staff members who achieved outstanding results.

#### Examples of initiatives in Japan

Measures	Frequency	Objective / Contents
Staff Awards / Shop Awards	Once a Year	To encourage staff self-improvement, meetings are held on a periodic basis to award sales and service staff members according to their degrees of achievement of targets, improvement of technical skills, and contribution to improved vehicle quality. Awards are also given to dealerships that have achieved their targets as a result of all staff's customer-oriented activities, demonstrating excellent teamwork. In particular, best practices from the shops producing outstanding results are shared and commended at the presentation meetings hosted by the Mazda Dealership Association in each region across Japan.

### Communication with Dealerships

Mazda works to provide its all dealerships in Japan and overseas with information on mid- and long-term strategies, products, and services in a timely manner, and also makes proactive efforts to collect information from them.

#### Communication Opportunities with Distributors / Dealerships in Japan

	Participants	Frequency	Objective / Contents
Conferences for dealership representatives	Representatives of dealerships and Mazda directors	Once a year	To communicate Mazda policies
Mazda Dealership Association in Japan Executive board of directors meeting	Executive board members and others from Mazda Dealership Association in Japan	Twice a year	Opinions are exchanged concerning sales strategies, product planning, used car policies, services, quality concerns, and other topics.
Mazda Dealership Association in Japan Committees	Committee members from Mazda Dealership Association in Japan and Mazda representatives	As needed	

#### Communication Opportunities with Overseas Group Companies and Distributors

	Participants	Frequency	Objective / Contents
Product Launch Events	Representatives from major overseas bases of operation, such as the United States, Europe, China, and Australia	Indetermined	To share information and exchange opinions globally upon the product launch. In FY March 2022, the event was held online in April and June, with a total of around 100 participants.
Global Brand Events	Representatives from major operation bases, such as the United States, Europe, China, Australia, and Japan	Twice a year	Representatives of major regions meet to build common understanding and consensus on brand strategies, and share initiatives. In FY March 2022, the event was held online, with around 50 participants.
4A <sup>*1</sup> Distributor Events	Representatives from Southeast Asia, Central and South America, Middle East, and Africa regions	Once or twice a year	The event was held online due to the COVID-19 pandemic. A range of topics was covered, including business, product launches, and CS. In FY March 2022, the event was held on October 2021 and March 2022, with around 300 participants.

<sup>\*1</sup> Areas except North America, Europe, China, Taiwan and Japan

<sup>\*1</sup> Distributor list in each country  
<https://www.mazda.com/en/about/d-list/>

<sup>\*2</sup> Inquiries from Japan/FAQ (Japanese only)  
<https://www.mazda.co.jp/inquiry/>

<sup>\*3</sup> Customer Satisfaction

## IMPROVING EMPLOYEE JOB SATISFACTION

Mazda recognizes that people are its most important resource and aims to be a company staffed by people who enjoy their work. To this end, the Company promotes human resources training based on the Mazda Way principles that are shared throughout the entire Mazda Group worldwide. Also, the Company has established Group-wide human resources policies and measures along with promotion of various initiatives.

### Mazda Way

In FY March 2009, Mazda summarized seven basic principles and values handed down within the Company over time and defined these as the Mazda Way.

Employees' attitude and behavior based on the Mazda Way are utilized as competency evaluation items to encourage their further growth. On the occasion of celebrating its 100th anniversary, Mazda provided all employees with an opportunity to look back on the Company's history, which constitutes the foundation of the Mazda Way. The Company continues to promote measures to ensure that the Mazda Way can easily be put into practice by employees.

### Seven Principles of the Mazda Way

#### ■ INTEGRITY

We keep acting with integrity toward our customers, society, and our own work.

#### ■ BASICS/FLAWLESS EXECUTION

We devote ourselves to the basics, and make steady efforts in a step by step fashion.

#### ■ CONTINUOUS KAIZEN

We continue to improve with wisdom and ingenuity.

#### ■ CHALLENGER SPIRIT

We set a high goal, and keep challenging to achieve it.

#### ■ SELF INITIATIVE

We think and act with "self initiative."

#### ■ TOMOIKU

We learn and teach each other for our mutual growth and success.

#### ■ ONE MAZDA

We think and act with the view of "Global" and "One Mazda."

### Group-wide Human Resources Policies

With the aim of maximizing employee performance across the Mazda Group, Mazda works together with its Group companies worldwide while engaging in regular communication with them to create an organizational culture based on shared values and promote personnel exchanges within the Group. For overseas Group companies, the Company works to create a comfortable working environment tailored to the culture of each country and region by appointing locally hired personnel as managers and above, thereby establishing a system globally to conduct management strongly rooted in local communities.\*1 Mazda also implements Group-wide human resource development measures to enable a diverse range of employees to succeed on the global stage regardless of their country of origin or place of employment.

### Global Leader Development Committee\*2

Mazda is aiming to provide medium and long term training for employees to become leaders in every field of global business and ensure their optimal positioning and performance. Top managements of Mazda Motor Corporation and its Group companies discuss and decide the development and exchange plan for individual personnel in these companies.

### Short-term Personnel Exchange Program

This program is mainly designed for employees in mid-level positions, with the aim of developing human resources who can be immediately effective in global business settings. Suitable employees in the Head Office are exchanged with their counterparts in overseas regions to gain opportunities for overseas business experience for a short term (three to six months).

### Regular Meetings with Human Resources Managers of Group Companies

- Online information provision by Mazda
- Bimonthly regular meetings with overseas regions
- Annual global human resource meetings with the managements in charge of human resources of major overseas bases
- Half-yearly meetings with domestic Group companies located on the premises of the Head Office (Hiroshima)

### Maintaining Global Employment and Recruitment

The Mazda Group conducts recruitment activities to employ the personnel suited to each country and region.

Particularly production sites strive for the maintenance and management of appropriate employment, with an understanding that such practices have great impact on the local economies. In Japan, the Company has maintained the production volumes and related employment at manufacturing sites in Hiroshima and Yamaguchi Prefectures. Overseas, initiatives are under way to improve the operation rate of plants in Mexico and Thailand. In addition, amid the commence of operations by Mazda Toyota Manufacturing (MTM) in the United States, each of the Group companies promotes employment maintenance and recruitment activities tailored to the labor practices of each country/region.

\*1 Countries/regions where Mazda Group companies are located.

\*2 The Personal Development Committee (PDC) comprises four committees: PDC1, which cover personnel in domestic and overseas global companies; PDC2, which covers the personnel in middle management of Mazda Motor Corporation; and PDC3, which covers employees of Mazda Motor Corporation excluding PDC1 and PDC2 level.

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### Realization of Diversity

Mazda respects the diversity of its employees, and the Company aims to foster a corporate climate in which every employee can express his/her individuality while working alongside others to contribute to the Company and society. Mazda also works on a variety of programs to enable its employees — a diverse range of people with different values and lifestyles — to enjoy their work by finding a healthy balance between their work and personal lives.

### Increasing the Employment and Range of Opportunities for Female Employees<sup>\*1\*2</sup>

Through enhancement of measures promoting work-life balance and other initiatives, Mazda is striving to cultivate a workplace in which women can work comfortably. In 2021, based on the Act of Promotion of Women's Participation and Advancement in the Workplace, and the Act on Advancement of Measures to Support Raising Next-Generation Children, the Company set the goals of increasing the number of female managers to 80 by the end of FY March 2026 (approximately four times the number in FY March 2015) and increasing the number of male employees taking child-rearing leave to 80 annually the end of FY March 2026 (approximately two times the number in FY March 2021), and it submitted business owner's action plans to the authority concerned. In FY March 2022, the number of female managers totaled 55 (approximately 2.3 times the number in FY March 2015) and the number of male employees taking child-rearing leave reached 69 (approximately 1.5 times as the number in FY March 2021), showing steady growth. In the future, Mazda will continue to draw up and implement individual development plans for female candidates for middle and above management positions and initiate company-wide activities to publicize, review and raise awareness of the child-rearing leave system among all staff, including male employees, thus pushing forward with efforts to further promote the opportunities for female employees.

### Employment and Empowerment of Those with Special Needs<sup>\*1</sup>

Mazda steadily and continuously recruits employees with special needs. To ensure that each employee can demonstrate his/her best performance, the Company has established the Physical Challenge Support Desk, which offers consultations on various matters to employees with special needs, in support of a comfortable working environment for them. At the same time, Mazda has employed two certified sign-language interpreters to further ensure provision of information to people

with hearing impairments (as of April 2022). In FY March 2014, the Company was certified as an Ai Support Company/Organization under the Ai Support campaign<sup>\*3</sup>, by Hiroshima Prefecture. Mazda participates in this campaign with the aim of helping realize a society where all people can live in harmony and in comfort, regardless of whether they are with or without special needs. Since FY March 2015, the Company has also registered itself with the "special support school employment support unit Hiroshima"<sup>\*4</sup> to carry out the internship program for intellectually challenged students, as part of its collaboration with the local community to promote employment of people with special needs. As a result of these initiatives, Mazda has seen an increasing number of employees with special needs being recognized as Excellent Workers with Disabilities by the Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers.

Mazda has also worked to promote active inclusion of people with disabilities, and in January 2021, it joined The Valuable 500, an international initiative to promote disability inclusion. The Valuable 500, launched at the World Economic Forum's Annual General Meeting in January 2019, aims to inspire business leaders to make changes for disability inclusion that will enable people with disabilities to realize their potential value in the areas of business, society and economy. In support of this aim, the Company will promote and strengthen its efforts in line with the commitments it has established as to Mazda's Corporate Vision, employment and empowerment of people with disabilities, and products and services that consider the needs of people with disabilities.



### Promoting Re-Employment of the Elderly, and Passing on Expertise, Skills, and Know-How<sup>\*1</sup>

Under the current re-employment system, about 90% of employees who have reached retirement age continue to work, although there is some variance depending on the fiscal year. Reemployed employees play active roles as specialists while passing on the expertise and skills that they have cultivated to younger generations.

### Extending the retirement age<sup>\*1</sup>

Mazda has overhauled its retirement system and, beginning in April 2022, raised the retirement age in stages, eventually extending it to 65 in FY March 2031, and has implemented related measures<sup>\*5</sup>.

Through the implementation of these measures, the Company has established a system in which all employees of all generations, regardless of age, can make the most of their potential and continue to play active roles with a sense of motivation. With the aim of passing on the experience, expertise and skills cultivated by veteran employees to various generations, as well as expanding opportunities for them to play active roles and contribute to the local community and society, Mazda will also develop an environment that can support autonomous career development and choices for its employees.

### Systems to Enable Limited-Term Employees in Manufacturing Operations to Become Fulltime Employees and Mazda Workers' Union Members<sup>\*1</sup>

Mazda is implementing ongoing measures toward the achievement of a workplace in which limited-term employees can feel fulfilled with their work. A system has been put in place for limited-term employees who have worked for one year or more at Mazda in becoming full-time employees. In addition, limited-term employees who have worked for six months or more and had their contracts renewed can become members of the Mazda Workers' Union. Through these and other initiatives, the Company is cultivating a sense of oneness among employees with different employment styles as it aims to cultivate a vibrant environment where employees can enjoy their work.

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

<sup>\*2</sup> Data of Mazda shown in the Database on Promotion of Women's Participation and Advancement in the Workplace organized by Ministry of Health, Labour and Welfare  
<https://positive-ryouritsu.mhlw.go.jp/positivedb/detail?id=754>  
(Japanese only)

<sup>\*3</sup> "Ai" is Love in English. The Ai Support campaign is intended to certify companies and organizations that recommend their employees to read the textbook "Let's Learn about and Live with People with Special Needs," and to participate in Ai Supporter training programs.

<sup>\*4</sup> A program to promote the employment of special school students through collaboration between local companies and Hiroshima Prefecture.

<sup>\*5</sup> Review of the re-employment system for the employees reaching the retirement age, introduction of retirement age options, etc.

### Global Employee Survey

Mazda has conducted employee surveys on a continual basis. These surveys are intended to identify employees' work motivation and the conditions in the environment supporting such motivation, and the results are used to make further improvements.

The survey results are reported to top managements of Mazda and its Group companies at home and abroad, and the major contents are disclosed to employees. The results for each division/company are fed back to its management-level members, who are thereby encouraged to develop improvement plans as part of the PDCA (plan-do-check-act) cycle.

To more accurately grasp the state of human resources and organizations that contribute to the realization of its corporate vision, Mazda revised the survey items in FY March 2018. The revised survey was commenced in May 2018. (📄 P123)

### Examples of Improvement Measures at Workplaces Based on Survey Results

- Organizing divisional town hall meetings (for explanation of strategies/policies and holding discussions) and meetings with senior management
- Promoting idea sharing and strengthening teamwork by activating small-group activities

### Best Match of People, Work and Rewards

Mazda has put in place a system to ensure that each employee understands their work evaluation results and ability level assessments, and feels that their growth and performance are appropriately reflected in their compensation.

Specifically, since 2003, instead of using gender, age, nationality, or years of service as criteria, employees are graded according to their ability level (production and medical staff) and work level (administrative and engineering staff), so that individual employee's performances are directly reflected in their base salaries and bonuses.

In wage determination, Mazda is not only in compliance with local laws and regulations in each region both in Japan and overseas, but also taking industry standards into consideration.

### Creating a Working Environment that Enables Each Employee's Successful Performance

Mazda strives to create a working environment where each employee can continue to proactively work and succeed.

Specifically, the Company promotes the introduction of a system that encourages flexible and diverse work styles, reduction of working (overtime) hours through the effective use of information technology, and development of career plans for employees' continued success.

### Choice and Self-Accomplishment

Mazda provides various opportunities for employees to take the initiative in setting their own growth and performance goals and doing their best to achieve them, so that ultimately, such efforts will bring great results to the Company. Mazda offers a range of education and training programs to support employees develop their careers and improve their skills according to their job types and positions. These programs are for Mazda and its Group companies in Japan and overseas to manufacture and sell products of the same quality in all countries and regions, by sharing the same objectives.

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### Human Resources System to Provide Appropriate Jobs and Environments\*<sup>1</sup>

Mazda uses the Tobiuo Human Resources System to provide the appropriate jobs and environments where each employee can demonstrate their best performance and to support their development and success.

Specifically, a wide variety of human resource measures are actively deployed based on the system's three pillars of "Choice and Self-Accomplishment," "Promote Balance between Work and Life," and "Best Match of People, Work and Rewards."

#### The Three Pillars of Tobiuo



### Career Meetings\*<sup>1</sup>

At Mazda, opportunities for formal communication are provided for all employees through one-on-one career meetings between supervisors and their staff, held four times a year. The things that employees should do, the specific targets and broad goals expected by supervisors are combined with the employees' personal goals as well as the things they hope to, and can achieve, enabling supervisors and their staff to understand each other and proceed to set common half-yearly targets. In light of these targets, they also reflect on their work accomplishments to clarify the issues to be addressed and set the next targets. Through these activities, employees' successful performance in the next half of the year and their further personal development are encouraged. Furthermore, the feedback on the competency evaluation results are utilized to help employees review their own work attitude and behavior, in order to facilitate their personal development.

#### Main Themes of Career Meetings

Discussions to encourage personal development:

Confirm vision of future upon accomplishment of goals, determine abilities to refine through work and activities to undertake, monitor rate of improvement

Discussions to encourage performance:

Determine work-related targets, confirm progress toward meeting targets, share present and future issues

Ratio of career meetings held

FY March 2022:

92.6% of all applicable employees

### Competency Evaluation System\*<sup>1</sup>

Once a year, Mazda carries out a competency evaluation, through which the work attitude and behavior of administrative and engineering staff are evaluated. Based on the seven principles of the Mazda Way, a subjective evaluation is carried out to assess the work attitude and behavior that individual employees are expected to improve (competency evaluation items), from the employees' own perspectives and from the perspectives of their supervisors, and for managers and above, also from the perspective of subordinates/colleagues/partner companies (multidimensional feedback).

Feedback on the evaluation results is given to employees by supervisors at the career meetings, at which they discuss future issues to be addressed.

The competency evaluation system is used as an effective tool for supporting employees' personal development and successful performance. The evaluation results are used as a reference for effective company-wide positioning of personnel.

\*1 Initiatives at Mazda Motor Corporation

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### OJT Coach System\*<sup>1</sup>

Mazda has introduced the OJT (on-the-job-training) coach system for all new employees in administrative and engineering positions since FY March 2012. Typically a senior employee who shares a workplace with the new hire is assigned as an OJT coach providing the job related advices to each new hire. The purposes of this system are to train new employees, foster the coach's growth, and energize the workplace.

### Career Challenge (In-House Recruitment/FA) System\*<sup>1</sup>

As part of the Career Challenge System (for employees' career development assistance), an in-house recruitment system has been implemented. Briefing sessions on in-house recruitment are held, with many employees considering applying for the system participating online. They actively exchange information with the personnel from various departments that called for applicants for specific assignments. Each time applications are invited, there are a large number of applicants. Mazda will continue to periodically implement this system to provide employees with an opportunity to think about their own career development.

#### In-house recruitment

A system where the Company releases details on occupational experience and skill requirements for the specific assignments so that the appropriate employees are able to apply for a particular job

### Mazda Technical College (Two-Year Course)\*<sup>1</sup>

Mazda Technical College, approved by the Ministry of Health, Labour and Welfare, is an in-house education institution offering courses to high school graduates and selected employees in order to cultivate human resources that can play a central role in manufacturing at Mazda. Those who complete the two-year program are assigned to various divisions, from research and development to manufacturing, and thrive at various vehicle manufacturing sites.

- Number of present students: 100 (as of April 1, 2022)\*<sup>2</sup>
- Total number of graduates (among present employees): 1,572 (from April 1988 to March 2022)

### Promotion of Work-Life Balance\*<sup>1</sup>

Mazda is working on a variety of programs to enable its employees — a diverse range of people with different values and lifestyles — to enjoy their work and find a healthy balance between their work and personal lives.

- Promotion of understanding of various measures to help employees achieve a better life-work balance (☒ P120): To promote understanding of various measures, the Company provides explanations in management skills training programs, and in the section "Compass for Work and Rewards of Employees" on the Intranet about support measures designed for each life event.
- Review of the contents of the working regulations: The contents are reviewed in accordance with changes in the social environment. Amid the novel coronavirus (COVID-19) pandemic, taking into account changes in infection status, the Company has taken various infection prevention measures, including easing conditions for working from home.
- Efforts to reduce excessive working hours: With the aim of making conscious efforts to reduce excessive working hours by streamlining operations, the Company has implemented various measures targeting divisions not directly connected with production, including the designation of no-overtime days and mandatory lights-out times since 2007.

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

\*<sup>2</sup> Including 11 students from Group companies

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### Mazda Mutual Aid Union\*1

The Mazda Mutual Aid Union has its foundations in the spirit of mutual assistance for all members\*2. Funded by mutual membership fees (from both members and the Company) as well as special contributions from the Company, this organization provides a range of assistance to its members and their families.

#### Marriage and Childbirth Support

- Payments of gift money for marriage and childbirth  
15,000 yen is paid upon marriage, and 5,000 yen per child is paid upon childbirth

#### Long-Term Care Support

- Long-term care leave payments  
30,000 yen/month will be paid to members who take leave under the long-term care leave system (If payment continues for more than three months, 100,000 yen/month will be paid for the months after first three months)
- Family long-term care relief payments  
50,000 yen/year will be paid to members whose dependent, or child who has not yet reached the first March 31 after his/her eighteenth birthday, is in a state requiring long-term care (as defined by the Ministry of Health, Labour and Welfare) for a continuous period of one year or more

#### Education Support

- Payment of subsidies for raising disabled children  
50,000 yen/year will be paid in support of child development to members whose child possess a grade 2 disability or higher

#### Support During Disasters, etc.

- Payments of money as condolence following a disaster  
Up to 160,000 yen will be paid in condolence if a member or his/her parents' home is adversely affected by a disaster

#### Other Support

- Injury/sickness leave payments, long-term medical relief payments, and injury/sickness leave special payments  
5,000 yen will be paid each time a member takes leave of one month or more for injury or sickness  
30,000 yen/month will be paid for a long-term (three months or more) period of leave (if long-term leave results in the member not receiving his/her bonus the member will receive a special payment of up to 100,000 yen)
- Financial aid for advanced medical treatment
- Monetary condolence gifts and farewell gifts, financial support for survivor's pensions funds and scholarship pension funds, etc.

## Industrial Relations

Mazda has a standing labor agreement with the Mazda Workers' Union.\*3 The Company builds relationships in which everyone thinks and works together with the Union to build environment contributing to all stakeholders. The Company and the Union held discussion on such themes as personnel affairs, production and sales once or twice a month.

A discussion with the Mazda Workers' Union is also held regarding operation changes which may have a significant impact. The information about operation changes should be shared with employees with sufficient lead time. Moreover, various measures for discussion with labor are ready in entire Mazda Group to maintain and develop positive labor relations.

- Group companies in Japan  
Regularly exchanges information and engages in active discussions with the Federation of All Mazda Workers' Unions.
- Group companies oversea  
Measures for discussion with labor are ready based on the labor practices in each country and region.  
(There was no collective labor dispute in FY March 2022.)

\*1 Initiatives at Mazda Motor Corporation

\*2 Executives and regular employees, as well as those approved by the governing board

\*3 Membership is around 90% of Mazda employees.

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## Occupational Safety and Health

Under its Safety and Health Creed, Mazda is making group-wide efforts to develop people, workplaces, and mechanisms that ensure the safety and health of the employees. From FY March 2023, Mazda launched a new three-year plan and globally promoted all participating-type activities under the three pillars that support the realization of a proactive and enjoyable workplace. The Company believes that it will help invigorate employees and improve their work performance, also leading to the fulfillment of Mazda's Corporate Vision.

### Safety and Health Creed / Three-Year Plan "One Mazda Movement for an Enjoyable Workplace"

#### Safety and Health Creed

For workers, safety and health are essential assets.

Our people are our most valuable resource, and we are committed to keeping them safe.

\* Proactive and enjoyable workplace: A workplace where intensive problem-solving activities are implemented, taking into account the division's characteristics, and where individual employees work as a team harmoniously led by their manager, so that individual employees and the organization are both invigorated.

#### One Mazda Movement for an Enjoyable Workplace The Three-Year Plan

Policy: Realize a proactive and enjoyable workplace\* by accomplishing safety and health activities initiated by individuals and divisions.

Slogan: Safety and health first in One Mazda, 24 hours a day

#### Three pillars of activities

- 1) Development of human resources with heightened sensitivity
- 2) Creating optimal systems (promoting standardization)
- 3) Development of a safe, secure and comfortable working environment

### Safety and Health Management System

Mazda has established the General Safety and Health Committee, whose members include management (executive officer in charge of safety, general managers of each division and independent department) and labor representatives (Mazda Workers' Union\*<sup>1</sup> leaders.) The committee members meet to discuss each year's action plan and priority measures concerning safety and health. Based on the decision made by the committee, division/independent department general managers take the lead in promoting occupational safety and health activities taking into account the work characteristics and risks of each workplace.

### Coordination with Group Companies

Mazda offers proactive support to its Group companies in Japan and overseas by such means as sharing information on its activities, observing and giving guidance to each workplace, and providing education. Notably, the Company shares Mazda's safety and health management system, machinery, equipment and environmental standards, and improvement examples with overseas production sites while considering the laws and regulations as well as labor practices of the countries and regions. In so doing, Mazda implements safety and health management that is standardized across the Group. In connection with these activities, three overseas plants have obtained ISO 45001 certification, which is an international standard for occupational safety and health management systems, and other plants operate an occupational safety and health management system that is based on ISO 45001 or other standards.

### Safety and Health Management System (SMS)

Mazda implements voluntary and continuous safety and hygiene management through its occupational safety and health management system with the aim of reducing the potential risks for work-related accidents, enhancing overall levels of safety and hygiene standards, and achieving the industry's lowest-level workplace accident occurrence in Japan. The lost-time injury frequency rate has remained at low levels over the past five years (P122). Since 2019, Mazda has established a system to carry out audits focusing on risks that may easily lead to a serious accident, thereby improving the performance of its occupational safety and health management system.

### Risk Assessments

Mazda conducts risk assessments in all divisions, including manufacturing, product development, administration and office operations, to identify and evaluate the potential risks of disasters, diseases and fire and implement appropriate countermeasures. Through these efforts the Company reviews and identifies risks each year, improving the level of workplace safety. Moreover, Mazda has established a system under which, when chemical substances and/or machinery equipment are newly introduced, the division in charge of procurement identifies the possible risk source in advance and takes appropriate measures and then communicates the information to the division that uses these substances or equipment. Particularly regarding chemical substances, since FY March 2020, the Company has introduced a system to create a database of Safety Data Sheets (SDSs)\*<sup>2</sup> for management of these substances so as to implement risk assessment and provide information in a reliable manner.

### Education and Training Concerning Occupational Safety and Health

To develop human resources with heightened sensitivity toward occupational safety and health, which is one of the three pillars of its activities, Mazda strives to improve safety and health education and training. The Company places particular emphasis on training to enhance employees' risk sensitivity and organizes safety education seminars\*<sup>3</sup>, risk simulation training\*<sup>4</sup> and KYT (risk prediction training) for all the divisions, including production, development, management and administration. Mazda also supports Group companies in Japan and overseas, suppliers (Toyukai Affiliated Corporation\*<sup>5</sup>), and collaborating companies within the Company premises in conducting education and training programs on safety and health in order to develop safety-conscious human resources across the Mazda Group.

\*1 Membership is around 90% of Mazda employees.

\*2 A Safety Data Sheet is a document used when chemical substances and chemical mixtures are transferred or offered to others to provide information on their physical properties, potential risks and harmfulness, as well as instructions for safe use of these chemical substances.

\*3 The seminars feature panel exhibitions showing Mazda's safety chronology that summarizes past serious accident cases and safety activities that Mazda implemented so far, to help employees reflect on the Company's safety activities and past accidents, raise their awareness and obtain new knowledge, which will be helpful to safety management in the future.

\*4 The training is intended to improve employees' sensitivity toward risk, through simulations of various potential risks in their workplaces.

\*5 The Toyukai Affiliated Corporation consists of 62 vehicle parts and equipment companies that are direct or indirect trading partners with Mazda, and is a union organization that actively engages in initiatives with a constant awareness of the need to put "quality first." It was founded in 1952 by Mazda and 20 collaborating companies that have trading relationships with the Company, with the aim of promoting friendly relations among members and improving welfare, as well as developing a system for cooperating with Mazda. The Company offers advice and support to this group from a safety viewpoint by introducing safety information and inviting safety training provided by Mazda.

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### Mental Health Measures\*1

In 2003, Mazda declared its commitment to active cooperation between labor and management to promote employees' mental health in the Warm Heart Declaration, and formulated the Mazda Warm Heart Plan. In 2007, labor and management, including managements, respective divisions, Company doctors and health advisors, and the Mazda Worker's Union, cooperated to establish the Mental Health Project and construct a Company-wide support system.

### Consultation System

Mazda has established a system to provide consultations by Company doctors and health advisors. Not only for employees at Mazda Head Office, but also for employees dispatched to other companies in Japan and overseas, the Company offers on-site healthcare consultations and consultations via telephone-, web- and video-conference systems to support their health maintenance.

### Education and Training

Mazda holds "listening skills, coaching and assertion training" and "advanced training based on case studies" targeting newly appointed managers, and self-care training targeting third-year employees, on a regular basis. The Company also offers training by division on demand of the workplace. In addition, information is periodically provided to managers regarding the important points of mental health measures.

### System for Supporting Employees Returning to Work

The Company is also making efforts to support employees who have taken time off from work not to be absent again by improving measures to support them in getting back to work. The measures are such as the reduce work hour system, a system of allowing them to return to workplaces on a trial basis, and follow-up consultations after their reinstatement. In addition, a contact point has been set up in order to help employees manage both their illness and work, and the information is broadly provided within the Company.

### Vitality Checkups (Stress Check System)

Prior to the legislation requiring companies to implement the stress check system (that came into effect in December 2015), in 2008 Mazda introduced occupational stress diagnoses known as "vitality checkups" for employees to reveal individual and organization-level risks. Employees use the results of individual diagnoses to grasp and manage their own health conditions.

The result for organization-level is shared with the respective divisions. Based on the results of these diagnoses, each division promotes the complete checkups for workplaces\*2 which will facilitate workplace improvements to prevent mental health problems.

### Measures to Prevent Lifestyle-Related Diseases\*3

To alleviate and prevent lifestyle-related diseases, including metabolic syndrome, Mazda carries out various activities, such as non-smoking measures, promotion of walking, and holding seminars on these themes.

### Promotion of Non-Smoking Measures

Mazda has set a long-term target of reducing the percentage of smokers in the Company to 25%. To achieve this target, Mazda offers full individual support and promotes a nonsmoker-friendly environment. A Company-wide smoke-free day has been implemented once a month. In addition, the provision of outside smoking areas is promoted to prevent passive smoking.

### Promotion of Walking

To help employees improve their health, Mazda promotes various measures to encourage walking. These include:

- Eco-Walk Commuting Program (with allowance payments)
- Mazda Active Walking, a walking activity using "PepUp," which is a personalized website jointly operated with the Mazda Health Insurance Society

### Health Promotion Events

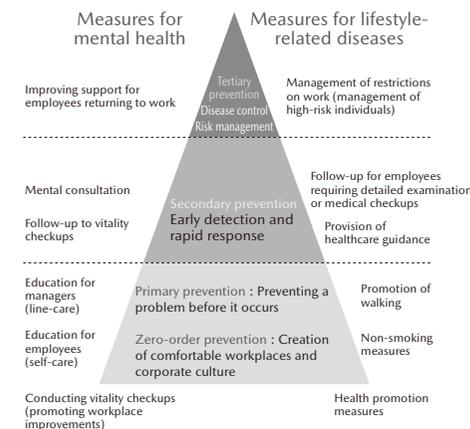
Mazda conducts activities to promote employees' health in collaboration with the Mazda Health Insurance Society\*4. These include the following:

- Weight Challenge Event: To promote weight management by employees
- Health Quiz Challenge: To deepen employees' understanding on health checkup items

## Health Maintenance and Improvement

To maintain and improve the health of its employees, Mazda promotes measures to prevent and mitigate mental health problems and lifestyle-related diseases. Also, company-wide health improvement activities are under way emphasizing the reduction of health risks, by providing guidance and education based on the results of health checkups, taking aging countermeasures, supporting related activities at domestic Group companies, and offering health maintenance support for employees dispatched to other companies overseas.

### Measures for Health Risk



\*1 Initiatives at Mazda Motor Corporation

\*2 Activities in which all members of a workplace participate to identify points needing improvements and make proposals for improvements, and assess their working environment from a broad perspective, thereby improving it by using clear and simple procedures. Implemented since FY March 2017.

\*3 Initiatives at Mazda Motor Corporation

\*4 Collaboration between the health insurance society and the company in promoting preventative health and health improvement for the insured in an efficient and effective manner based on the clear segregation of roles and in a good work environment.

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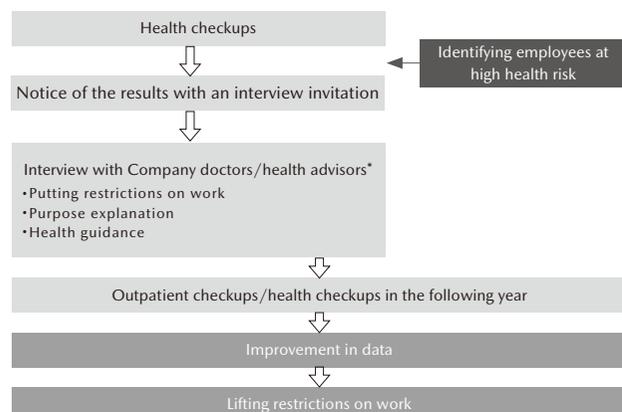
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### Health Checkups\*1

In addition to legally prescribed health checkups\*2 for all employees, Mazda carries out comprehensive medical checkups\*3 covering a variety of areas for employees when they reach the ages of 25, 30, and 35, and when they pass the age of 40. Furthermore, the Company conducts complete physical checkups, including gastroscopy and abdominal ultrasonography, for employees when they reach the ages of 50, 54, and 58. Based on the results of these health checkups, Company doctors determine if employees can continue to work or not. Mazda also promotes employees' health by offering personal health guidance by Company doctors and health advisors.

### Healthcare Guidance Data



\* After the interview results are confirmed by the employee, these results are also reported to the employee's manager.

### Health Risk Measures\*1

The business climate has undergone various changes, including the globalization of workplaces and the extension of retirement age. Giving consideration to these changes, Mazda strives to establish a system to appropriately assess and deal with the health risk of employees from the perspectives of risk prevention and management.

### Infection Prevention Measures

In view of various risks related to infectious diseases, Mazda takes appropriate measures in accordance with the relevant laws and regulations, including the Infectious Disease Control Law. To prevent infectious diseases, Mazda, at its expense, provides employees dispatched to other companies overseas and their accompanying spouses with necessary vaccinations, such as hepatitis A and tetanus, taking into account the risk status of each country or region. The Company also provides pre-overseas assignment education which incorporates information on how to prevent infectious diseases, such as malaria and tuberculosis.

Regarding influenza, in FY March 2020, the Company launched a system to cover part of the expenses paid by employees for flu vaccinations to prevent mass flu infection at workplaces.

### [Specific Examples]

#### ■ Actions against the Spread of the Novel Coronavirus (COVID-19)

Mazda opened a portal for infection response and prevention on its Intranet in order to communicate correct information to all the employees. To eliminate their anxieties, the Company has prepared and distributed a response flowchart to clearly indicate how employees should respond when they feel that they are in poor physical condition. The flowchart is updated as needed. The Company also provides education to help employees gain a correct understanding of COVID-19 and thoroughly implement basic preventative measures. If an employee is confirmed to be infected, the Company responds to him/her individually and quickly to prevent the spread of infection and clusters. Workplace vaccination drives have been also held for employees of Mazda and its Group companies and their families upon request. Mazda will continue to take preventative measures and actions against the spread of COVID-19 while responding to the requests from the government.

### Measures for Employees at High Health Risk

Mazda has established a system to take appropriate measures for employees at high health risk for heart diseases and cerebrovascular diseases. The Company also promotes activities to clarify the assessment indexes, such as the process of determining high-risk individuals by multiple Company doctors based on relevant data, and to establish a follow-up system to care for high-risk individuals after their health checkups, through collaboration among the person in question, the Company doctor and other members of the workplace.

\*1 Initiatives at Mazda Motor Corporation

\*2 Checkup items: Height, chest circumference, chest X-ray, blood test, urinalysis, electrocardiogram, etc.

\*3 For employees who reach the age of 30, 35, and 40-and above, breast cancer and uterine cancer examinations are available with comprehensive medical checkups upon request.

Checkups of the brain, the lungs, etc. are offered as paid options.

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# RESPECT FOR HUMAN RIGHTS

## Basic Approach

Mazda respects for human rights as fundamental to its corporate activities. Mazda never tolerates human rights violations of any kind in all business activities inside and outside the Company, including discrimination or bullying on the basis of race, nationality, faith, gender, social status, family origin, age, mental or physical disability, sexual orientation, or gender identity.

Mazda recognizes that, from the perspective of human rights due diligence<sup>\*1</sup>, a system and mechanism to grasp the activity status and to identify, report, correct and follow-up actual and potential negative impacts are required. The scope of human rights activities has been expanded to include domestic and overseas Group companies as well as suppliers, with the following efforts being conducted.

### Basic Principles

Mazda's respect for human rights is fundamental to its corporate activities, and it never tolerates human rights violations of any kind in all business activities inside and outside the Company.

The Company will continue human rights protection activities with the ultimate goal of zero problems.

### Human Rights Declaration (November 2000)

Mazda will strive to become the leading company in Japan for respecting human rights and for the ethical treatment of its employees.

## Rules / Guidelines

One of the five principles of behavior stipulated in the Mazda Corporate Ethics Code of Conduct is "to comply with laws and regulations, company rules, common sense and sound practice in international society." Mazda has striven to increase employee awareness of its fundamental approach to respect for human rights, by further clarifying Company policies and standards of behavior among employees, in the light of the basic principles of the United Nations Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights, and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

Specifically, Mazda established the Guidelines on Eliminating Sexual Harassment (name later changed to Guidelines to Eliminate Human Rights Violations) in 1999 and the Rules to Eliminate Human Rights Violations, which prohibit any activity that may infringe on an employee's human rights in business activities inside and outside the Company, in 2000. These rules and guidelines are revised as needed according to law amendment and circumstances inside and outside the Company. The most recent revisions are as follows:

- June 2020: Mazda working regulations were revised so that employees are treated fairly in terms of holidays, allowances, and other conditions regardless of legal marriage or marriage without registration (marriage between people of opposite genders or the same gender).
- August 2020: The Guidelines to Eliminate Human Rights Violations were revised according to revisions in harassment-related laws (effective from June 2020).
- March 2021: The Rules to Eliminate Human Rights Violations were revised according to revisions in harassment-related laws so that the definition of power harassment conform to the definition in the relevant laws.

The Guidelines to Eliminate Human Rights Violations and the Rules to Eliminate Human Rights Violations are posted on the Company's Intranet and are made known to employees through educational and training programs.

## Systems for Promoting Human Rights

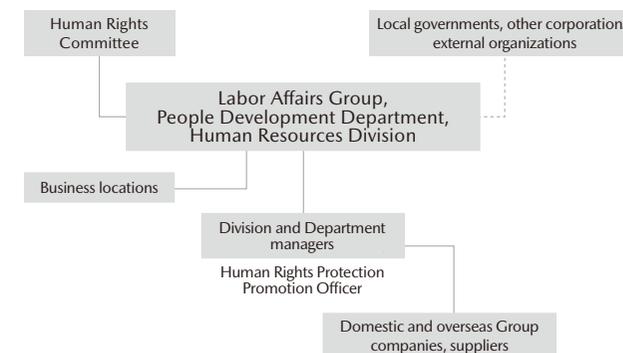
The Human Rights Committee, comprising executive officers and division general managers, deliberates on human rights activities, and based on their decisions the Human Resources Division promotes human rights protection activities and resolves issues throughout the Group. Each division manager leads the division's activities as the human rights promotion officer at Mazda Motor Corporation, while the person in charge of human rights leads activities at each Mazda business location as well as at Group companies in Japan and overseas.

At Group companies in Japan, a network has been established to exchange opinions on a regular basis. Serious human rights violations identified through the network are reported to executive officers and other management-level members of Mazda Motor Corporation, providing a framework that enables the implementation of Group-wide solutions.

Moreover, once a year, the Global Employee survey is conducted to check the progress in human rights protection activities in each region around the world and confirm whether there is any problem to be addressed or not. The results of the survey are fed back to each management and improvement measures are taken as needed.

As for suppliers, Mazda seeks to establish a supply chain in which suppliers are also required to fulfill their social responsibilities in the area of respect for human rights, based on the Mazda Supplier CSR Guidelines ([☞ P107](#))

## Human Rights Promotion System



<sup>\*1</sup> Due diligence is the comprehensive, proactive process to identify the actual and potential negative social, environmental and economic impacts of an organization's decisions and activities over the entire life cycle of a project or organizational activity, with the aim of avoiding or mitigating negative impacts (cited from ISO 26000)

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### Activities at Group Companies in Japan and Overseas

In line with its "ONE MAZDA" concept, Mazda is committed to promoting human rights activities in its Group companies.

Based on the basic principles stated in the Mazda Human Rights Declaration and with reference to the Rules to Eliminate Human Rights Violations, the Guidelines to Eliminate Human Rights Violations, Mazda Group companies are maintaining a set of rules and guidelines that take into account the conditions in each country where they are applied. Through these efforts, the Company strives to protect human rights at all companies throughout the Group. There is also regular information exchange between human rights officers at Mazda Motor Corporation and each Group company. Depending on the circumstances of the particular company, Mazda Motor Corporation may also take steps such as providing training/education tools or dispatching instructors.

Since FY March 2017, Mazda supports Group companies in establishing a system for human rights training, and providing materials of Mazda's Human Rights Meetings to Group companies.

Mazda also responds to human rights consultations from employees of Group companies via the Human Rights Counseling Desk, the Female Employee Counseling Desk, the Mazda Global Hotline, etc. (P105)

### Human Rights Counseling by Dedicated Counselors

Mazda has established a Human Rights Counseling Desk and a Female Employee Counseling Desk to appropriately respond to human rights consultations from employees, through providing advice and supporting early relief from human rights violations.

Mazda has set out regulations mandating strict confidentiality, guaranteeing immunity from reprisals, and ensuring that no disadvantage will accrue to employees who request consultations. Counseling is offered in various forms, such as face-to-face, by telephone, or by e-mail. Mazda promptly responds to consultations, with the goal of rapidly improving the work environment for the affected employee, while taking necessary measures against the relevant violator based on factual inquiry. The Company also offers the necessary support to ensure respect for human rights throughout the entire workplace, through the abovementioned counseling desks. For example, these desks offer advice on workplace culture improvement to the employee's supervisor, and provide counseling and advice for the employees and other persons concerned.

### Initiatives to Prevent Human Rights Violations

Mazda carries out various initiatives to eliminate human rights violations. In case a problem involving human rights violations occurs, the Company discloses the case on the intranet as an example of disciplinary action, and conducts educational and awareness raising activities in order to prevent a recurrence. Mazda records the results of handling these cases and manages in accordance with the stipulated procedure, and reports to the Human Rights Committee. These records are used to formulate more effective Companywide policies and to prevent the recurrence of similar problems.

### Training and Educational Activities

Mazda proactively and regularly provides awareness-raising activities and education on human rights, targeting all executive officers and employees. In March 2008, recognized for these initiatives and other human rights protection activities, Mazda became the first corporation in Japan to be awarded the Human Rights Merit Award by Japan's Ministry of Justice and the National Federation of Consultative Assemblies of Civil Liberties Commissioners.

#### Human Rights Training\*1

##### ■ Collective training

Mazda holds obligatory human rights training programs for employees when they newly join the Company and they are promoted in rank or position. The Company also holds event-based training such as human rights lectures for executive officers and senior managers. Moreover, the Company also holds training programs by department that are customized to each department in response to its specific needs.

In FY March 2017, Mazda started to organize training programs and lectures to promote understanding of sexual minority (LGBT) issues.

##### ■ Human rights mini-lectures and other information offered via the in-house intranet

Mazda conducts activities to raise human rights awareness by human rights minilectures through intranet, and e-learning programs and to ensure that all employees can share recognition regarding power harassment and sexual harassment.

#### Senior Management's Message During Human Rights Week\*1

The Company senior management delivers to all employees a message on the importance of respect for human rights every year during Human Rights Week, in connection with Human Rights Day on December 10.

### Human Rights Meetings\*1

Mazda holds regular meetings (four times a year for plant workers, twice a year for office workers) at each workplace themed on familiar topics, allowing employees to develop awareness for human rights on a daily basis.

#### Other Human Rights Education Activities\*1

Mazda has held Human Rights Slogan Competitions and established a special website on its human rights protection activities.

### Themes of Human Rights Mini-Lectures (Examples)

- Materials on communication
  - Critical thinking
  - Assertion
  - Metacognition and mindfulness
  - Emotion, etc.
- Human rights education materials
  - Discriminated communities issues (Dowa issues)
  - Gender diversity, etc.
- e-learning materials
  - Gender diversity (LGBT)
  - Power harassment
  - Sexual harassment
  - Harassment regarding child-rearing, nursing care leave, etc.
  - Various issues and challenges (regarding women, people with special needs, nationality/race, the elderly, HIV-infected persons, etc.)

### Collaborating with External Organizations and Contributing to Local Communities

Mazda actively collaborates with local governments, companies and other external organizations to implement human rights protection activities for local communities.

Other efforts towards promoting respect for human rights include social contributions on a global basis, such as participating in human rights events in regional communities, exchanging opinions with human rights organizations, adopting measures against poverty, and supporting a HIV/AIDS care facility.\*2

\*1 Initiatives at Mazda Motor Corporation

\*2 Social contribution initiatives

<https://www.mazda.com/en/sustainability/social/>