



August 2014

Mazda Promoting Active Participation of Female Employees

Mazda Motor Corporation (hereinafter called Mazda) will increase the number of women in middle management and above positions and strengthen efforts to support female employees who desire to work in positions of responsibility and leadership.

Mazda has implemented a variety of measures to promote work-life balance amongst our employees. As a result, every employee can pursue their career goals while at the same maintaining their personal life in a way that suits their desired lifestyle.

At Mazda, we are actively hiring women, foreigners, and people with disabilities, based on the idea that great things can be achieved through the active participation of a variety of employees with diverse backgrounds and values. We are making continuous efforts to increase diversity in the workplace, and women have accounted for 40 percent of new-graduate recruits in administrative fields, and 10 percent of new-graduate recruits in technical fields, since 2000.

Mazda will strengthen the above-mentioned efforts and implement the following measures to further support the active participation of women in the workplace.

<Key Measures>

1. Target for women in middle management and above positions: We aim to increase the number of women in middle management and above positions to three times the current figure* by 2020.

We will introduce initiatives systematically in order to increase the number of women in middle management and above positions working successfully in important roles with more responsibility.

* As of fiscal year ended March 31, 2014

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2. Personnel Development Committee will draw up individualized development plans for female candidates for middle management and above positions.

Taking into account each individual's experiences and characteristics, the Personnel Development Committee will examine what kind of work women who are potential candidates for middle management and above positions should be assigned and how job rotations should be managed in order help them to gain experience, acquire skills and overcome challenges. The committee will also follow-up on the status of the program on a continuous basis.

3. Using “challenge” as our driving concept, we will support and promote further success among female employees.

We will focus on training programs, career meetings (held four times a year) in which employees are coached by superiors, and mentoring by senior colleagues as key methods to support women as they strive to meet challenges and work successfully at ever higher levels.

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