Building HR Platform

We aim to build an environment enabling every employee to work autonomously for the sustained development of MHI Group

The environment surrounding MHI Group's business is changing at a more accelerated pace due to factors such as diversification of values and increasing complexity of social issues. For MHI Group to achieve sustained development in any environment, each of its employees must think and act in the first person in response to customers' needs. The HR division is developing human resources able to do this, fostering a corporate culture that fully empowers human resources, and earnestly engaged in transformation to work styles that further draw out the independence and vitality of each person.

Development of Talent Pool for Succession

We are systematically endeavoring to foster next-generation executives from a medium- to long-term perspective to fulfill MHI Group's Mission of integrating cutting-edge technology into expertise built up over many years to provide solutions to some of the world's most pressing issues and provide better lives.

We select candidates with talent to play leadership roles in MHI Group's management throughout the Group at an early stage in their careers and intensively develop their capabilities. We have partnered with business schools in locations worldwide for the training program, which not only enables the acquisition of management knowledge and skills, but also instills a leadership mentality in them. Furthermore, by assigning selected talent to multiple key management positions in Japan and overseas, we are earnestly proceeding to provide them with a wide range of business experience. In future, we will endeavor to steadily develop the next generation of human resources on a global level to enhance corporate value by working to further discover talent by lowering the target age and introducing an open application system, while proceeding to further diversify and expand the pool of managerial talent.

MHI Leadership Program

Overview

Messages from Management

Mission Net Zero

Business Strategy

Governance & Sustainability

Performance Data

▶ MHI Group Talent Development Guidelines

The MHI Group Mission states:
To integrate cutting-edge technology into expertise built up over many years to provide solutions
to some of the world's most pressing issues and provide better lives.
To achieve this, MHI Group will support the skill growth and career development of each Group employee,
and provide an environment enabling everyone to learn and grow.

Values Cherished by MHI Group

We share three values for the achievement of the MHI Group Mission, and each person in the Group acts upon these.

Autonomy
- Each person is aware of their role, engages in their work in the first person, thinks for themselves and finishes the job with the responsibility of a professional.
- We proactively establish issues, and think through and act to resolve them.

Collaboration
- We collaborate with each other with a forward-looking view, and contribute to society through further development of the technology we have cultivated over our long history.
- We respect and assist each other to produce results as a team.

Challenge
- We seek the essence of issues without being constrained by precedent, and continue to embrace challenges to the end without giving up.
- We approach our surroundings to create chances and continue to grow.

Approach to Human Resource Development

The growth of each member of the Group is positioned as the source of sustained development of MHI Group, and we are engaged in systematic and sustained human resource development from a medium- to long-term perspective.
We identify growth issues through dialogue, set goals, and provide support for growth and career development through experience and feedback in day-to-day operations (on-the-job training) and training and self-improvement (off-the-job training) to supplement this.

Utilize growth opportunities, learn by themselves and actively embrace challenges to realize their own growth.

Role of Employees

Position human resource development as one of the most important operations, have discussions with each employee, set goals, and develop subordinates by providing opportunities for on-the-job training and off-the-job training and feedback.
Also unceasingly make own efforts, humbly aspiring to grow.

Clarify the desired human resources, and actively provide opportunities for growth to employees who aspire for their own growth.

Role of the Company   **Role of Managers**

Development of a Corporate Culture Fully Leveraging Each Employee

MHI Group has positioned employee engagement as a key indicator based on the view that "increasing employee engagement leads to invigoration of the organization," and periodically conducts engagement surveys for the entire MHI Group.

Based on the results of this survey, each division makes a variety of improvements and enhancements, and the HR division provides benchmarks, cross-organization implementation and a variety of tools to address for Groupwide issues. One example is the introduction of a pulse survey to improve and enhance the workplace environment through the promotion of dialogue between managers and employees. The pulse survey asks simple questions at a high frequency to gain a timely understanding and clarify the sense of issues held by employees, and it is being introduced globally.

We will continue to aim to achieve higher productivity by enhancing psychological safety and further stimulating communication.

Company event for cultural reform

Building HR Platform

Promotion of Diversity and Inclusion

MHI Group aims to contribute to the resolution of social issues and achieve sustained growth through business activities. MHI Group employs tens of thousands of individuals from different backgrounds, nationalities and cultures. This diversity of talent and perspectives is one of our greatest assets. Having diverse backgrounds, we work together and promote our business under a single common corporate culture.

To further promote active participation by women, we have previously engaged in four measures: (1) expansion of number of female employees; (2) prevention of career interruptions; (3) systematic development of female managers; and (4) cultivation of corporate culture. We have set new goals to "increase the ratio of women on the Board of Directors to at least 30% by 2030 and double the ratio of women in management positions by 2030 (compared to FY2021)" in Materiality of MHI Group, and are proceeding to create systems to achieve these goals.

Furthermore, we are earnestly working to employ individuals with accessibility needs throughout Japan by actively creating workplace environments and expanding occupations where even people with challenges can comfortably play active roles. We will continue to establish and expand workplace environments where individuals with accessibility needs can work to their hearts' content and give full play to their respective capabilities.

HR Tech Promotion and Digital Transformation Support

We are accelerating better visualization of data by introducing a global HR platform, and are ardently engaged in strategic support for business divisions based on more useful data such as analyzing a combination of HR data and various business data such as finance.

Furthermore, in the promotion of digital transformation of MHI Group, we are conducting practical training in areas such as AI, IoT and data analytics to develop digital talent.

Based on the perspective that further improvement of the skills of management handling decisions is vital for linking digital technology to value provided to customers, DX Literacy Training is provided to all managers.

Health and Safety Initiatives

MHI Group's basic policy on occupational health and safety is "At MHI Group, safety is the number one priority. We will do everything in our power to protect lives." We have established the MHI Group Health and Safety Policies reflecting the code of conduct for employees to realize this policy, and aim to realize environments in which work can be conducted in safety and with peace of mind in business sites spanning the entire world.

To enable employees to directly look at past occupational accidents and prevent their recurrence, we have established a number of facilities to raise awareness such as the Safety Transmission Center at the Nagasaki Shipyard & Machinery Works. In addition, by creating an environment in which everyone possesses and can execute Stop Work Authority (SWA: the authority to stop work and take remedial action regardless of position or department in the event unsafe behavior or equipment is found), we are continuing to endeavor to develop a safety culture in which safety is the number one priority. As a result, MHI Group achieved zero accidents resulting in death or serious injury in FY2021.

Furthermore, with regard to health, based on the President's Health and Productivity Management Declaration stating "Health and productivity management must provide all employees to realize motivation to their work and must care about physical and mental health," we are working with the MHI Health Insurance Society, and have set specific KPI targets in the FY2020-22 MHI Group Action 5 Health and Happiness health-management plan and are conducting Groupwide activities to achieve them. By promoting health and productivity management and optimal approaches to managing health in the context of new normal lifestyles, we are striving to develop human resources capable of contributing to a healthy society teeming with vitality.

Nagasaki Shipyard & Machinery Works: Safety Transmission Center Accident Case Studies Zone

Health and Productivity Management Declaration poster

Overview

Messages from Management

Mission Net Zero

Business Strategy

Governance & Sustainability

Performance Data