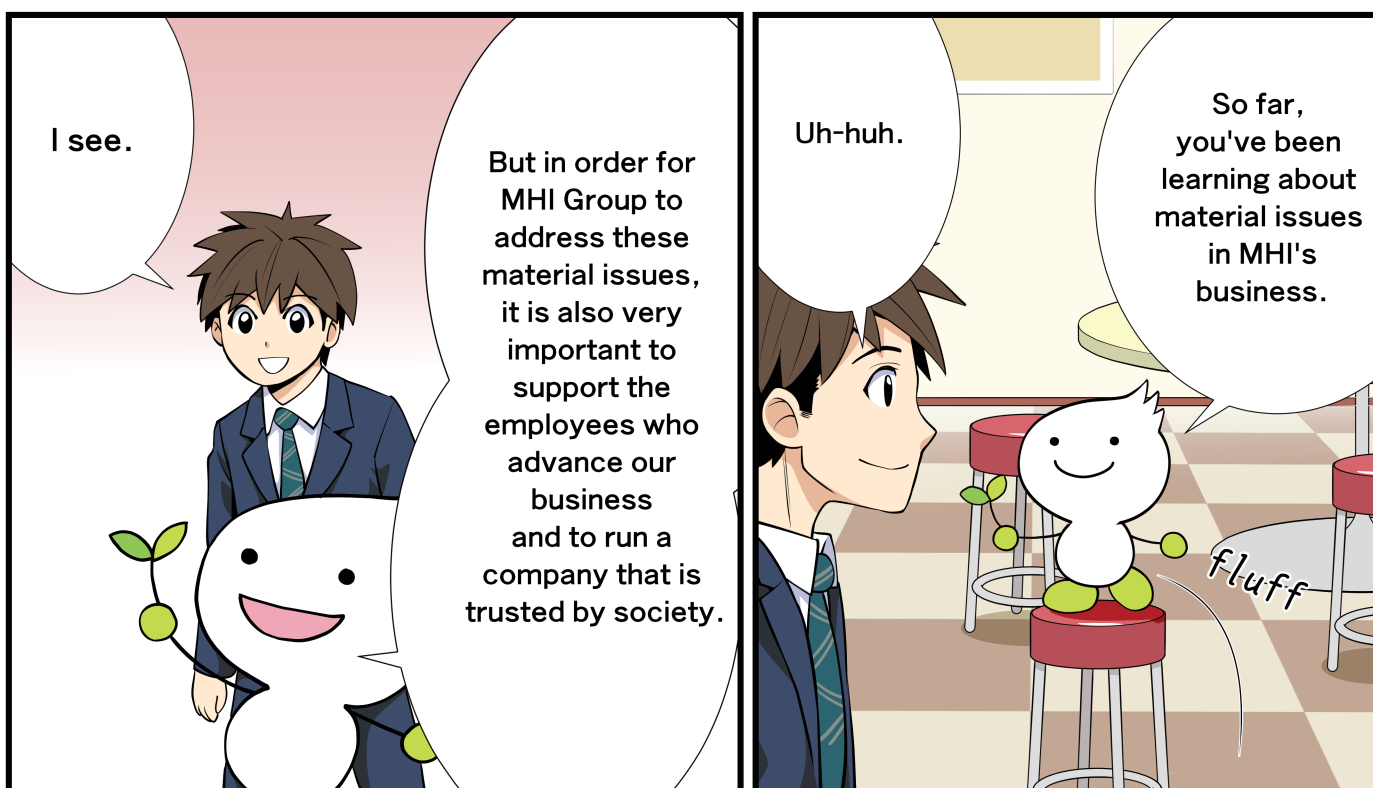
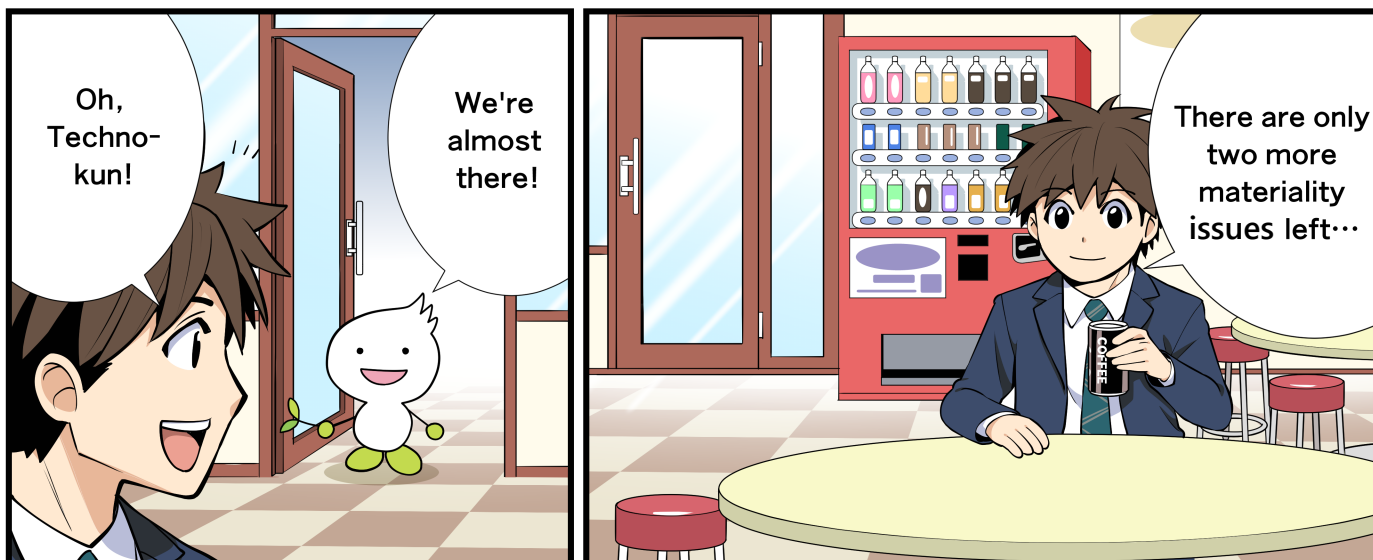
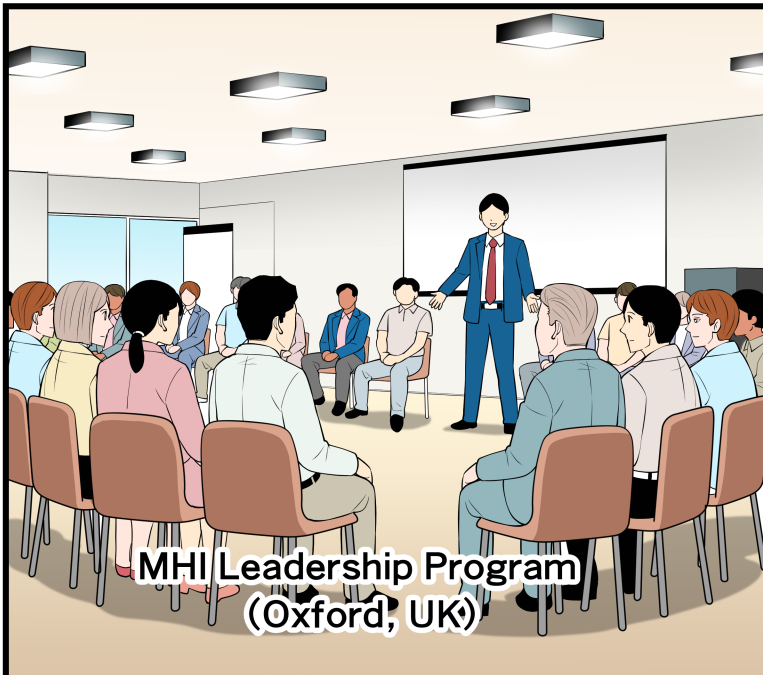
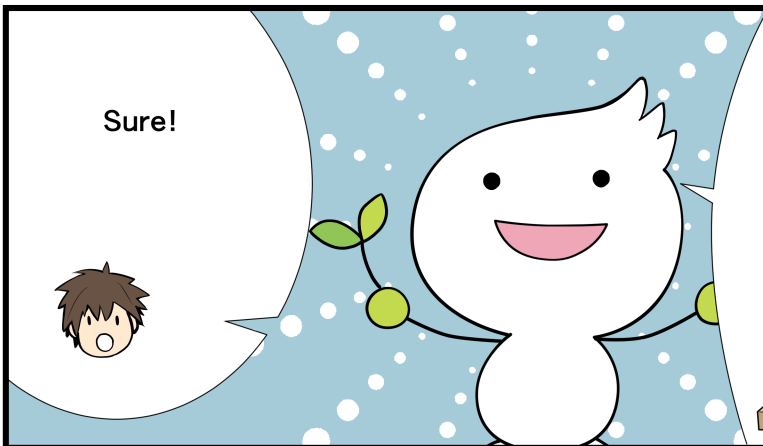
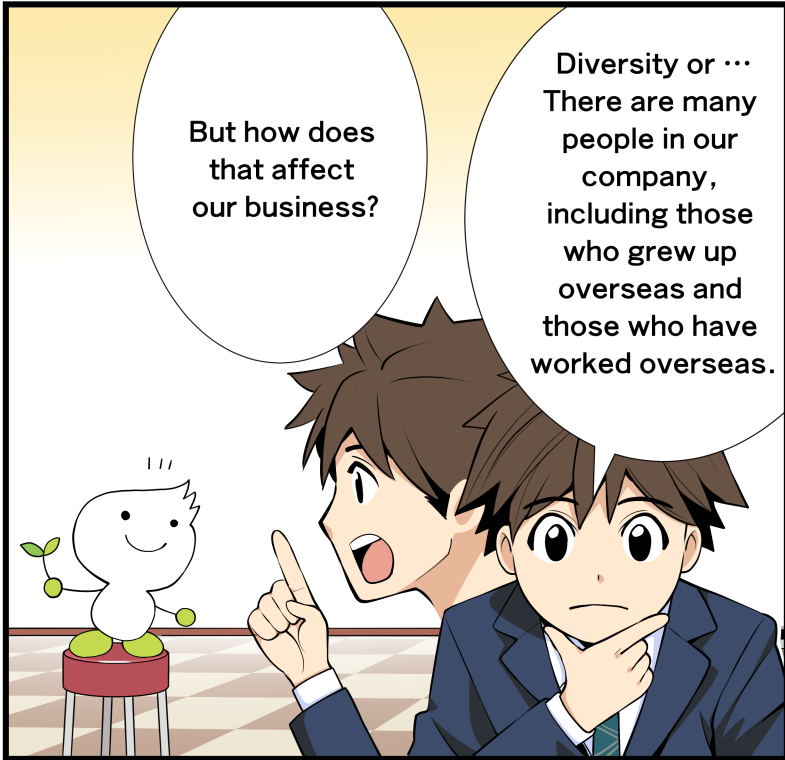


Diverse values and ways of working that lead the times



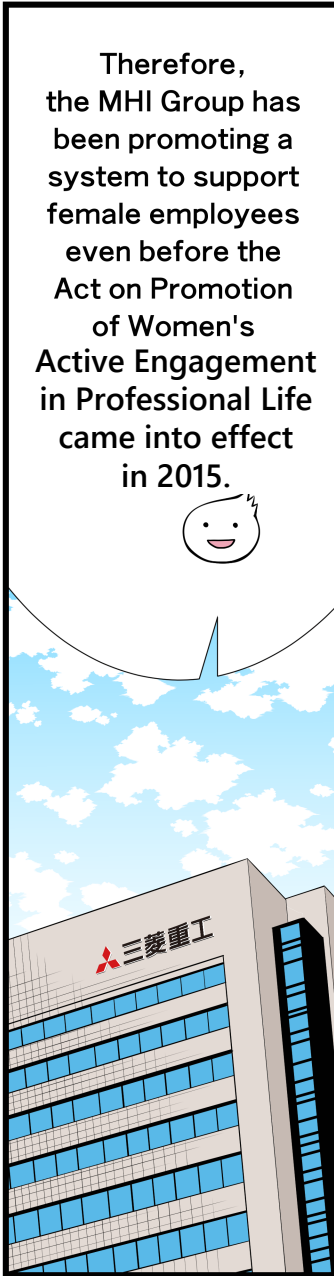




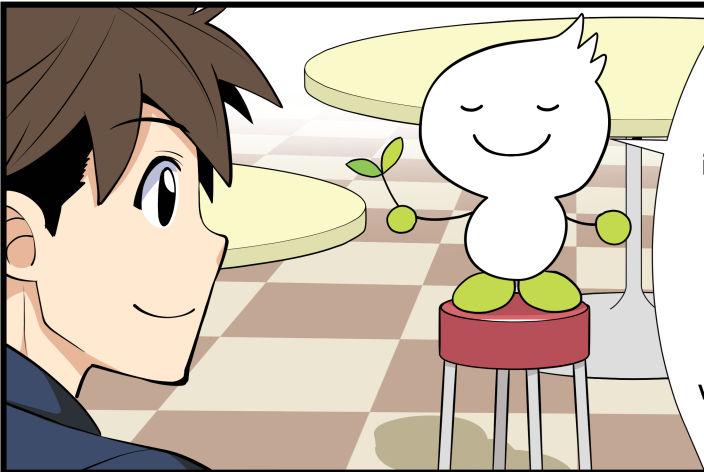
I have a feeling that there are more and more section chiefs from different backgrounds, such as women, career hires, and those who have experienced many departments, but is that also related to diversity?



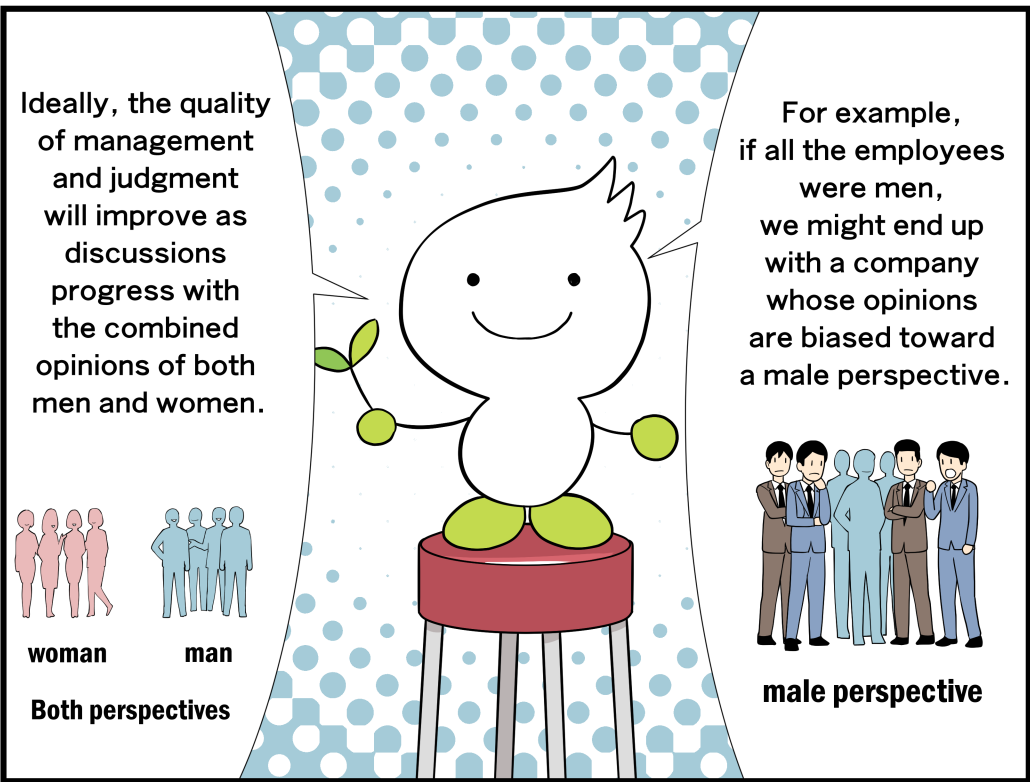
So that's that background.



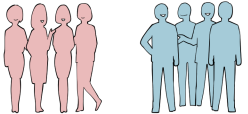
Therefore, the MHI Group has been promoting a system to support female employees even before the Act on Promotion of Women's Active Engagement in Professional Life came into effect in 2015.



Sure! The whole point of diversity is to be able to create innovation by giving people of different races, ages and genders the opportunity to do what they can do best.

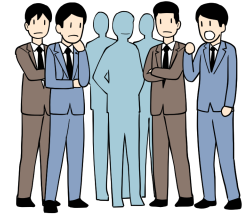


Ideally, the quality of management and judgment will improve as discussions progress with the combined opinions of both men and women.



woman man
Both perspectives

For example, if all the employees were men, we might end up with a company whose opinions are biased toward a male perspective.



male perspective

【Measures to achieve the target】



Goal of promoting women's participation

Increase in the number of female employees

- Organize events such as science education for young people to increase the population of girls interested in science
- Initiatives to expand opportunities for women

Creating support systems that prevents interruption of one's career

- Initiatives for diverse ways of working necessary to continue one's career

Fostering and promoting an environment in which women can play an active role

- Raise awareness among all employees
- Building a network of women
- Promote diversity management in employee education within each employee class

Systematic career development for female executives

- Promotion of career development plans
- Introduction of a mentoring system

【Various support systems and measures】

Promoting flexible working styles

Ex) Flextime without core time, vacation leave (Special leave of one day per year (vacation leave) that can be taken in conjunction with two or more days of annual paid leave to encourage employees to take longer leave), etc.

Employee benefits tailored to diversifying lifestyles

Ex) Shifting from company housing and dormitories to rent subsidy, unification of cash subsidy for lunch, etc.

Balancing career with pregnancy, childbirth and childcare

Ex) Childcare leave (can be split as many times as needed until child is 3 years old), fertility treatment leave, etc.

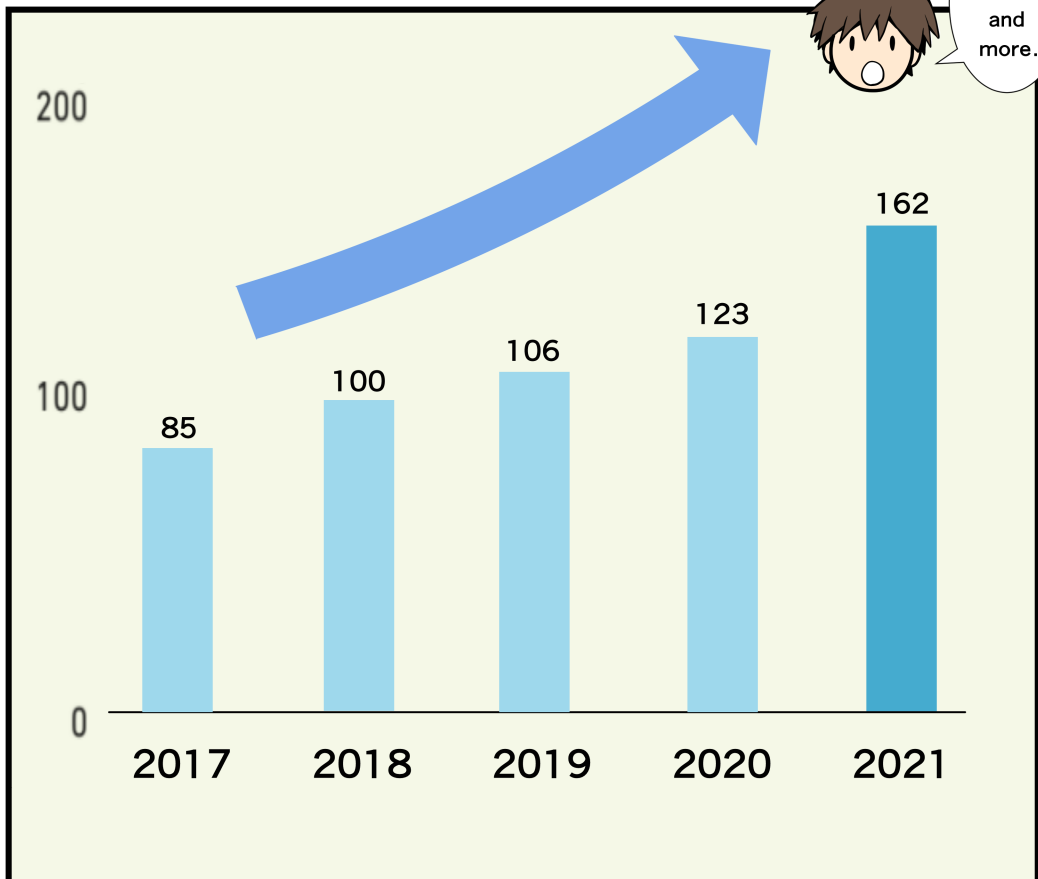
Balancing career with family care

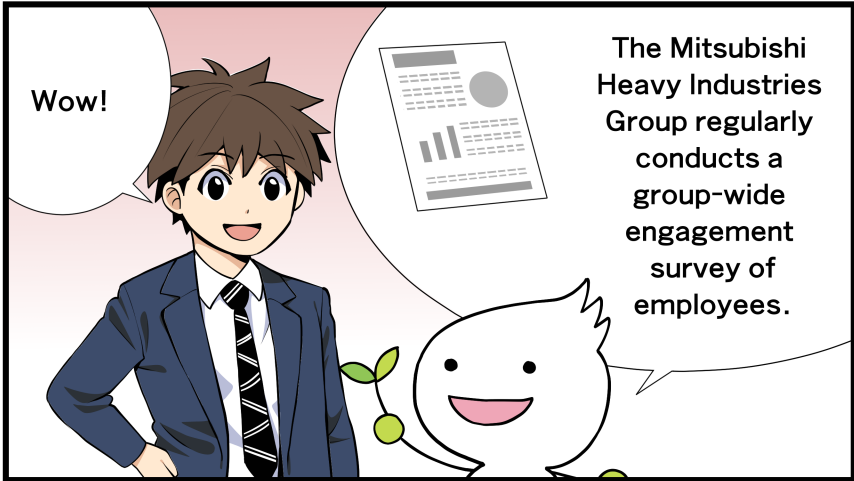
Ex) Family-care leave, seminars on balancing work and family-care, etc.

As a result, we are awarded three stars in Japan's "Eruboshi" certification program, which recognizes companies that promote the advancement of women.

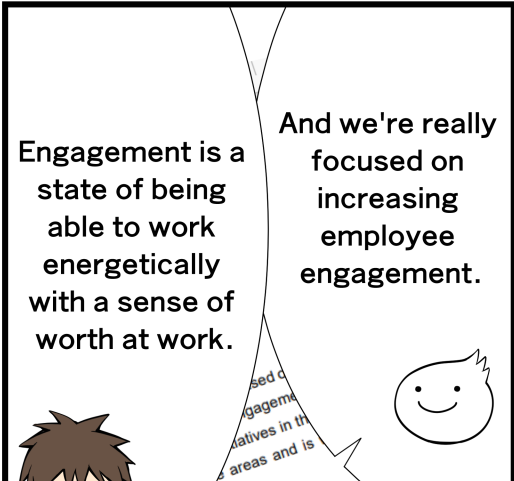
Women are playing important roles in MHI Group!

【Number of female managers】



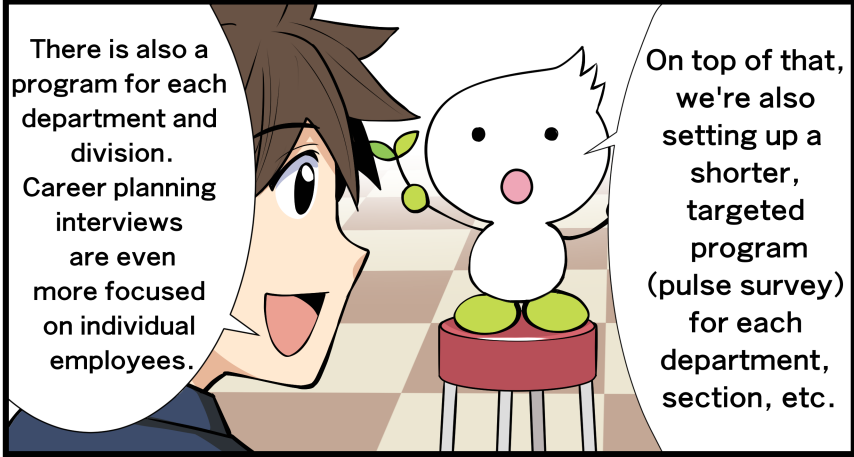


The Mitsubishi Heavy Industries Group regularly conducts a group-wide engagement survey of employees.



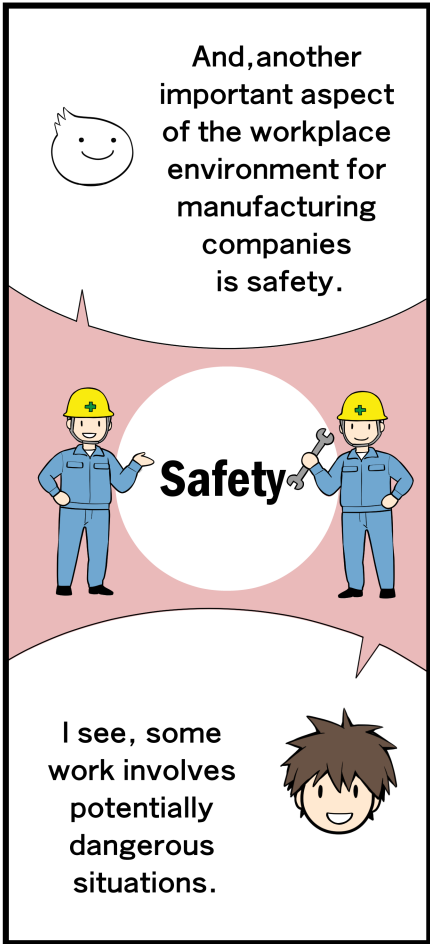
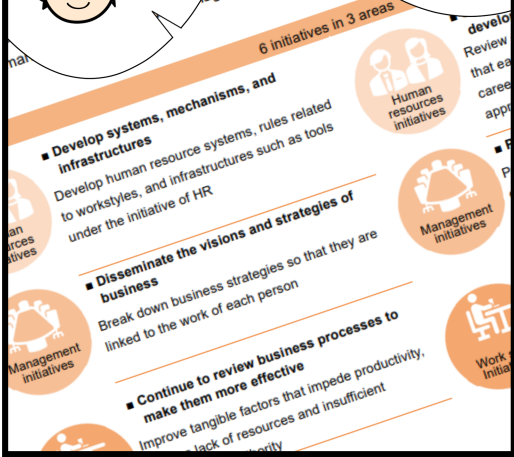
Engagement is a state of being able to work energetically with a sense of worth at work.

And we're really focused on increasing employee engagement.



There is also a program for each department and division. Career planning interviews are even more focused on individual employees.

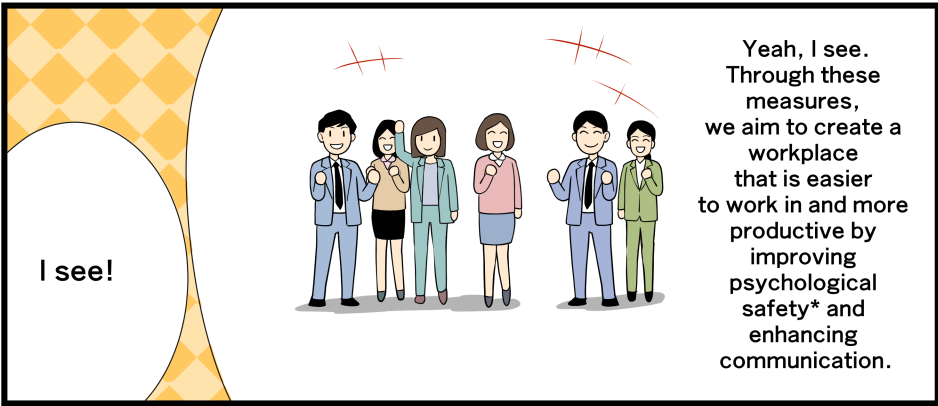
On top of that, we're also setting up a shorter, targeted program (pulse survey) for each department, section, etc.



And, another important aspect of the workplace environment for manufacturing companies is safety.

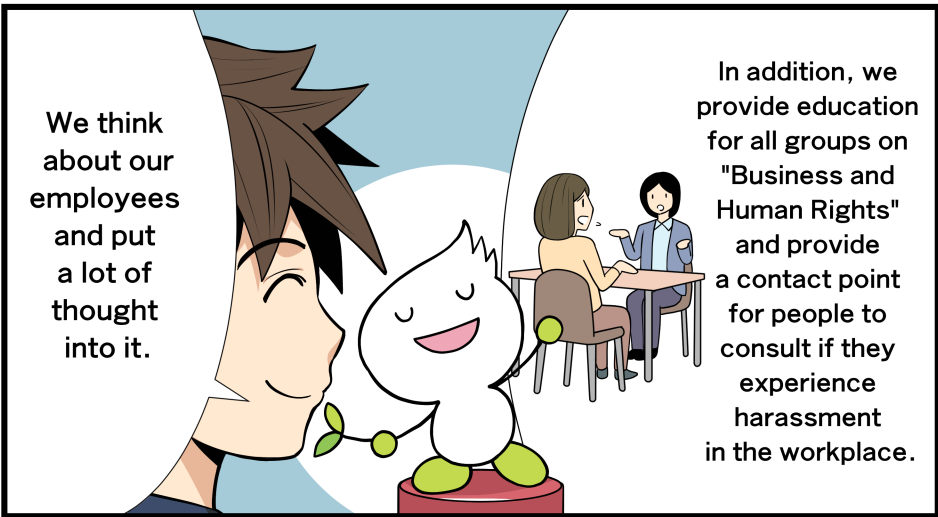


I see, some work involves potentially dangerous situations.



I see!

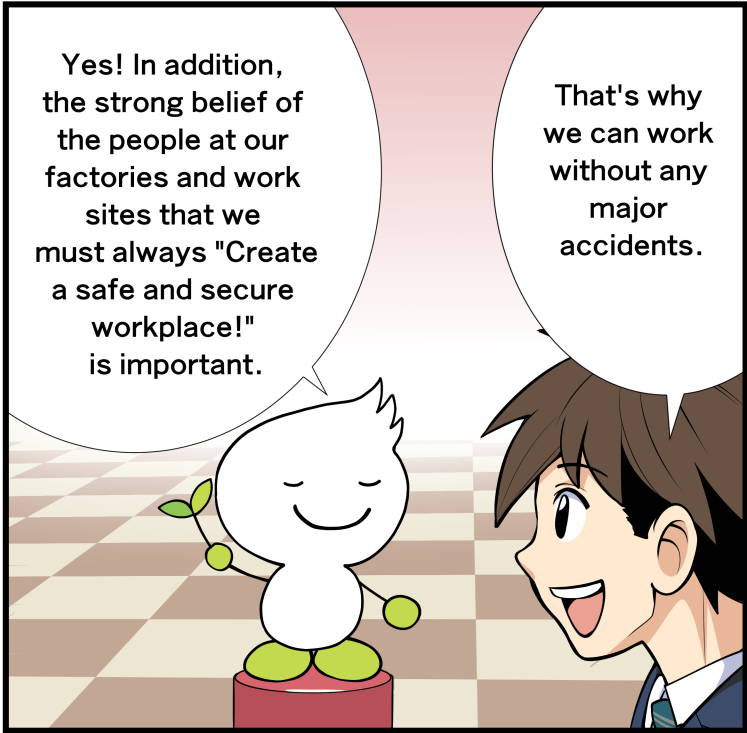
Yeah, I see. Through these measures, we aim to create a workplace that is easier to work in and more productive by improving psychological safety* and enhancing communication.



We think about our employees and put a lot of thought into it.

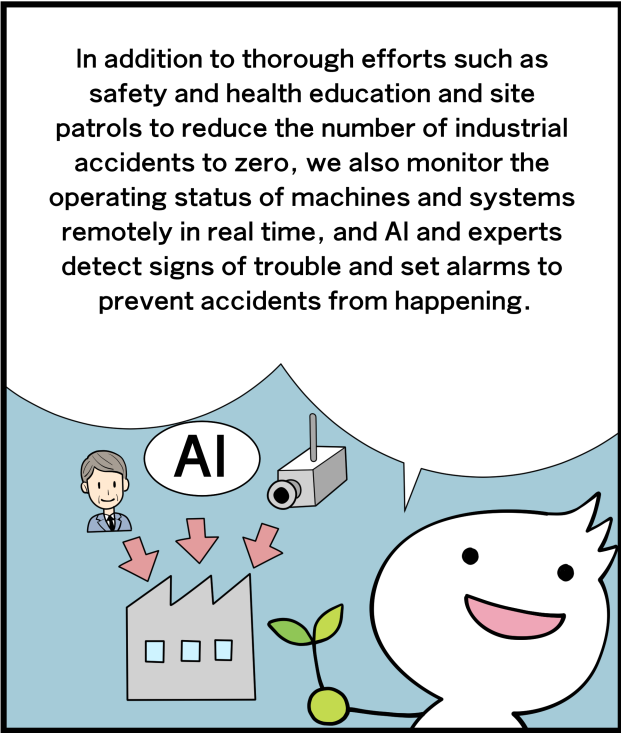
In addition, we provide education for all groups on "Business and Human Rights" and provide a contact point for people to consult if they experience harassment in the workplace.

*Psychological safety: the state of feeling secure in expressing one's thoughts and feelings relevant to work in an organization to anyone.



Yes! In addition, the strong belief of the people at our factories and work sites that we must always "Create a safe and secure workplace!" is important.

That's why we can work without any major accidents.

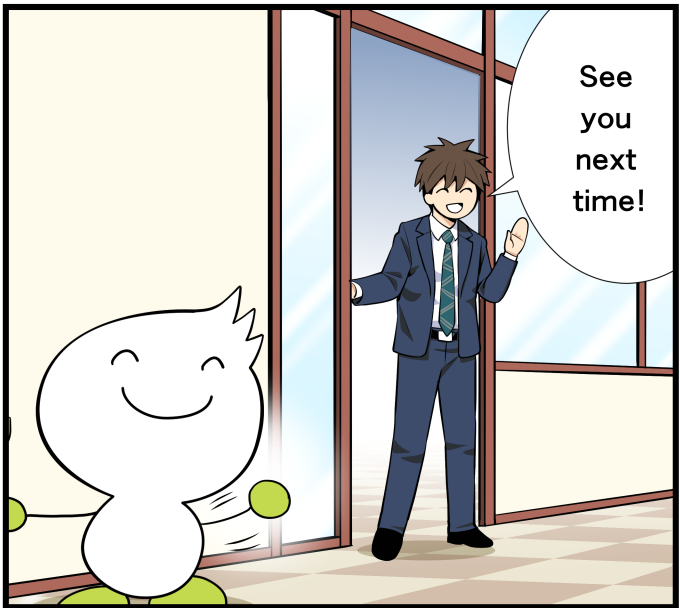


In addition to thorough efforts such as safety and health education and site patrols to reduce the number of industrial accidents to zero, we also monitor the operating status of machines and systems remotely in real time, and AI and experts detect signs of trouble and set alarms to prevent accidents from happening.

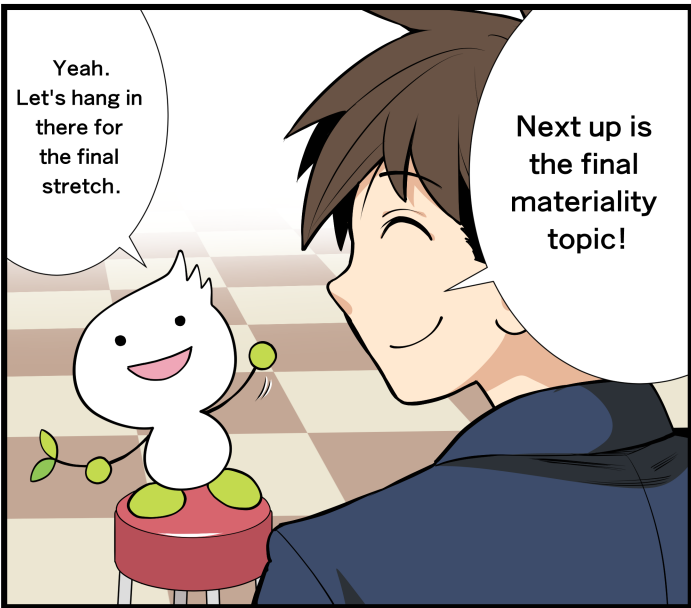


In order to respond to globalization and demonstrate a management approach that is trusted by society, it is important to create a workplace where diverse human resources can work effectively and with enthusiasm.

It's nice to have a work environment where we can feel safe and be yourself.



See you next time!



Yeah. Let's hang in there for the final stretch.

Next up is the final materiality topic!