

➤ Human Resource Strategy



In our 2018 Medium-Term Business Plan, we established the two core HR-related strategies of “promoting Group members’ engagement and enhancement of organizational strength” and “acquisition and development of global and regional managerial talent.” To realize sustained growth and development for MHI Group, MHI must become a company where the diverse people who support our Group activities all work with confidence. To that end, we are working to ensure that our vision and strategies are shared and thoroughly understood by all employees and we are beginning efforts to promote operational reform, workstyle reform, and diversity. In these ways, we will strive to promote Group member engagement and enhance our organizational strength.

In addition, we aim for management that is flexible and swift. To reach this aim, we are currently enhancing the diversity of our managerial ranks, systematically developing managerial personnel, prompting flexible and diverse workstyles, and improving our engagement with employees. Going forward, we will reallocate our resources in an effort to strengthen our capabilities as an organization. We will also establish a simple and flat management structure and clarify the responsibilities and authority of our management team.

Promoting Group Members' Engagement and Enhancement Our Organizational Strength

We will concentrate on 1) internal sharing of strategies, visions, and goals, 2) reform of work practices, including more flexible delegation of authority (subsidiarity), review of rules, and improvement of work processes and content, and 3) review of our HR

systems and their operation. Making active use of employee awareness surveys, we will implement these measures throughout the Company on a continuous basis. In addition, we will pursue greater diversity in our management.

Acquisition and Development of Global and Regional Managerial Talent

In order to continuously produce and secure global and regional managerial talent at every level to lead the sustainable growth of MHI Group, our HR Department is pursuing a broad range of initiatives.

To secure global managerial talent, we will promote and strengthen programs to develop candidates for management positions, thereby achieving the prompt appointment of officers and executives. At the same time, by diligently appointing officers from the perspective of diversity, we will realize a flexible and diverse global management structure that will contribute to the growth of the Group.

We are also promoting various efforts to secure regional managerial talent. We have entered into the second year of our development program that targets outstanding middle managers recommended from Japan, the Americas, Europe, and Asia. In addition to acquiring managerial literacy, this

program helps us energize Group employees from around the world and foster a sense of unity among them through personnel exchanges between regions.

Furthermore, we are actively making use of talent acquisition platforms to strengthen our recruitment of outstanding personnel in the United States and Europe. In Asia, we are developing personnel through the provision of regionally shared educational content. Through such efforts, our HR departments in each region are leading the way with efforts to secure outstanding talent based on local conditions and needs.

Through these efforts, we are seeking to promote the active use of diverse human resources to a greater extent than ever before in hopes that doing so will lead to a stronger global management system.

Program to develop regional managerial talent (implemented in Bengaluru, India)



General meeting



Group discussion

Promote the Active Role of Female Employees

Diversity is a crucial element of accelerating our global expansion and becoming a highly profitable company. As an effort to promote diversity, we set a target in 2014 of expanding our ranks of women in management positions threefold by 2020. From fiscal 2005 through fiscal 2013, we focused our efforts on expanding childcare leave, shorter working hours,

return-to-work programs, and other programs that support women. Since fiscal 2014, we have been turning our attention to efforts that help women advance their careers. In these ways, we have established an environment that enables diverse and flexible workstyles for both our male and female employees, guided by the following four themes.

1. Increasing the number of female employees

In addition to establishing targets and strengthening the recruitment of female technicians, we are implementing required career-planning sessions for women in their third year of work. By doing so, we are working to strengthen the pipeline for the appointment of women to managerial positions in the future.

2. Career support

We have in place various systems that support a work-life balance to ensure that women can continue their careers, realize personal growth, and exhibit even higher performance. These include work-from-home programs, childcare support seminars, and nursing care seminars.

3. Systematic development of female managers

We have established frameworks for systematically developing and appointing women candidates for promotion to managerial positions. These frameworks involve such efforts as dispatching female employees to external organizations for managerial training and strengthening follow-up support in the development of women candidates for promotion. In these ways, we are working to gradually develop female managers.

4. Fostering of an open and diverse corporate culture

We actively communicate the commitments of our top management, starting with the chairman and the president, through in-house lectures, the corporate intranet, and Group reports. In addition, we hold seminars aimed at reforming the awareness of our personnel in managerial positions. In these ways, we are working to change the awareness of each employee and establish an environment in which both men and women can pursue diverse and flexible workstyles.



Career-planning session

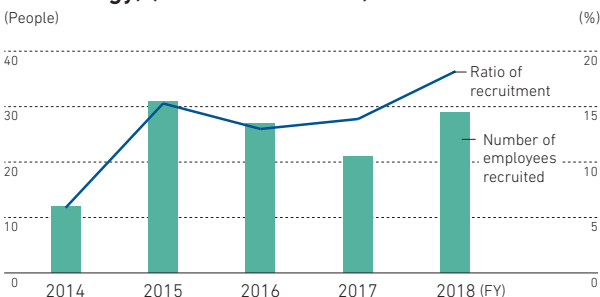


Panel discussion with employees on childcare leave

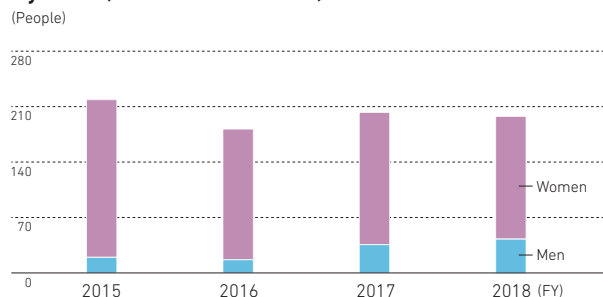


Managerial training for women

Ratio of Female Recruitment (Specializing in Technology) (Non-consolidated)



Number of Employees Using the Childcare Leave System (Non-consolidated)





Interview of a Female Officer

We asked Kimiko Ogino—MHI Group's first female officer to rise through the ranks—about promoting the active role of female employees.

Kimiko Ogino

Senior Fellow in charge of MRJ structure (Research & Innovation Center) and career development (HR)

I will support and encourage ever more female employees to seize opportunities for career advancement.

Since April 2019 I have been in charge of women's career development at MHI, specifically in technology-related areas. From the beginning, I have been holding interactive discussions with our female employees to learn how well they understand MHI Group's support system, whether it meets their needs, and so on. MHI Group already has a system in place, so what needs to be addressed is making the system widely known and understood, not only by those who themselves would use it but also by those around them. Once this is achieved, more female employees will be encouraged by those around them to use the system, and this I think will make it easier for women to work. At the same time, however, if too much fuss is made, female employees may distance themselves from trying out new opportunities, so it's important to create workplaces where communication can be conducted as frankly as possible. In my new position I look forward to receiving advice from Director Ahmadjian and I hope to create opportunities to work with her in hearing directly what women in management positions have to say. In the future, I also hope to deepen

exchanges with female managers at other companies, to engage in broad exchanges of information.

When I joined MHI, it was considered "long" if a female employee stayed with the company for five years, and I myself had no conviction to keep working for the long haul. But when I got married, my superior insisted, with great earnestness, that there was no need for me to quit. That support, together with the support and understanding I received from my family, enabled me to keep working as I raised my children. And as I continued to work and gain experience in management, I increasingly came to appreciate both my job itself and how it expanded my horizons as a person. Women possess outstanding communication skills, and to apply those skills to MHI's benefit also, I want to convey to all female employees not to shut themselves off from possibilities. Instead, when opportunities are presented to them I hope they will at least give them a try. I think one impediment is that they are convinced from the outset that they will inevitably have to sacrifice either their work or their private life. So my duty, I believe, is to rid them of that notion.