

# HUMAN RESOURCES

## Essentials of Human Resource Development

MHI considers diversity management as essential for human resource development to adapt to various business environments. We focus on the three areas of enhancing readiness for global business, developing

MHI Group employees, and affirmative action for female employees as the necessary components of human resource development.

## Enhancing Readiness for Global Business

MHI categorizes its Japanese employees according to three levels. “Global candidates” show an aptitude to adapt to global environments, “global players” have the ability to carry out global business, and “global

managers” are successful in managing in cross-cultural situations. We have prepared and organized training programs for each level.

## Developing MHI Group Employees

MHI considers that enhancing the capabilities and skills of all employees of the MHI Group around the world is necessary to achieving globalization and accelerating diversity. In order to elevate staff to the management level at overseas Group companies, we are expanding our training programs. In fiscal 2015, we carried out selective training for officer candidates in Singapore, India, and other locations with business schools. Training lasts around one week and contributes to enhancing the candidates’ understanding of regional business environments, acquiring knowledge necessary

for management, and promoting leadership awareness through discussions and case studies.



## Affirmative Action for Female Employees

MHI is encouraging female employees for promotion through the activities described below as part of its diversity management.

In July 2014, we set a target to increase the number of female managers in positions of section manager and higher in the Company threefold by 2020, compared with the level in 2014.

Our current phase of activity addresses four themes: expanding the number of female employees; offering career support for employees raising children or providing nursing care by setting up a system that does not interrupt careers; systematically developing female

employees in managerial positions; and fostering a corporate culture that supports an active role for female employees. Moreover, we are considering flexible working styles that facilitate a quick return to work after childbirth or raising children, and creating a framework and an environment to further promote the careers of female employees.

As a result of these initiatives, the number of female managers rose from 85 in fiscal 2014 to 102 in fiscal 2015.\*

\* In principle, this figure includes Mitsubishi Heavy Industries, Ltd., and Mitsubishi Hitachi Power Systems, Ltd.