



Diversity & Inclusion

Representative Director, Executive Managing Officer
Chief Human Resources Officer

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Our approach to D&I

**Diverse
human resources**
– nationality, gender,
age, disability, LGBT, etc.



&



**Respect individualities
and foster a culture
in which all members
can contribute to the
best of their abilities**

Create innovation
Source of sustainable competitiveness

Challengers and Innovators

Diverse Representation

A culture that values diversity

Perspectives on D&I



Global group

iversity



Generation



Gender

Creating value
as challengers
and innovators

Our pursuit for
sustainable
growth and
development

Monitoring progress with employee feedback
Mitsui Engagement Survey

- ◎ **Local Depth for Global Reach, Global Reach for Local Depth**
- ◎ **Develop business with deep presence in Japan and other countries**
 - Local Business Origination (LBO)
 - Realize diverse individuals with various skills and capabilities on a global scale

Change Leader Program (CLP)

Identify diverse talent on a global basis and develop them into leaders who can promote change

Change Leader Business Meetup (CLBM)

At the CLBM, group discussions on the Strategic Focus areas as mentioned in the Medium-Term Management Plan 2023 were held with talent from around the globe. Results and proposals were discussed with executives in Head Office.



Source: Change Leader Business Meetup 2020

◎ Focusing on and accelerating the representation of women in Japan

Developing female talent (KPI)

Branches	Ratio of female*1 managers
Global*2	21%
Japan	8.4% → KPI: 10%*3

◎ Provide opportunities to drive growth in the organization

Women Leadership Initiative (WLI)

WLI results (July 2021)	No. of persons
Appointed as line manager	10
Strategic placement for line appointment	11
Total participants	23

Sponsorship Program

- Members of the Executive Committee act as sponsors of female employees and provide them with career support and guidance
- 8 female leaders participated this fiscal year, the first year of the program



The Great Change

Trading companies played an enormous role in Japan after WW2. Majority of the work in those times was led by men and working at a trading company was aspirational for many businessmen. The times have since changed and diversity is now key issue. To create a better future, it is necessary to transcend all differences in background – gender, nationality, disability, etc., and cause a “chemical reaction.” Mitsui & Co. heralds the end of the “trading company man” era.



(Above) Published on Forbes Japan Career

*1: “Managers” as defined by each country

*2: Excluding Japan

*3: To be achieved by 2025

○ Provide a wide range of career plans and diverse growth opportunities based on ability, aptitude and ambition

Career challenge system

The next generation of employees take on challenges and create new business (introduced July 2021)

Expert band (multi-track HR)

Career paths for human resources with advanced expertise (to be introduced April 2022)

HR bulletin board system

Self-driven career design, opportunities to work beyond assigned division / department (463 employees since 1999)

○ Provide appropriate reward to those committed to results

Introduction of Share-Based Compensation Plan for Employees

For employees to “Transform and Grow” with the organization (introduced July, 2021)

Mitsui Leadership in Action (MLA)

Competency standards shared globally based on Mitsui’s Values (introduced April, 2021)



Mitsui Engagement Survey (MES)

Approach

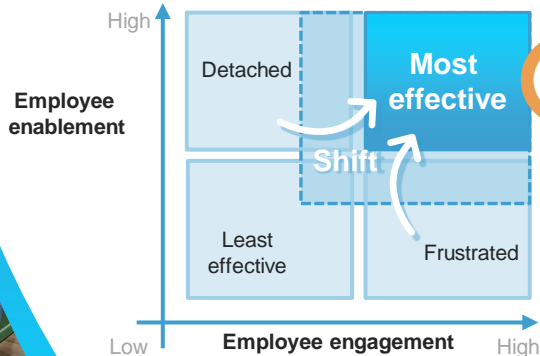
- Welcome diverse human resources into the organization (**Diversity**)
- Include each individual employee as a member of the organization by having them participate in decision-making (**Inclusion**)
- Develop Challengers and Innovators to draw out individual capabilities and willingness to contribute (**Engagement**)

Increase active employees by revitalizing workplace dialogue and initiatives on engagement

Mitsui has conducted Mitsui Engagement Survey (MES) from 2018

In 2020, 12,000 employees from 15 companies from Japan and across the globe participated in the survey

Analysis of Engagement Results



Corporate competitiveness

- Productivity
- Customer satisfaction/loyalty
- Financial indicators
- Recruitment and retention of superior human resources
- Employer Brand

Percentage of positive responses to the MES 2020

Employee engagement
70% (+11% vs. previous survey)

Employee enablement
69% (+4% vs. previous survey)

To Thrive on diversity

Mitsui's open-minded character is sustained by an organizational culture that respects diversity

Thrive on Diversity



We will continue to accelerate Diversity & Inclusion at Mitsui & Co.