

Together With Employees WEB

Basic Approach

MC's greatest assets are its people. Our basic human resources policy is to provide good jobs and working environments that maximize the skills and realize the potential of individual employees so that they can enhance their value.

MC will continue to create systems and a global working environment that enables our diverse workforce to realize their potential. This will aid us in retaining and nurturing employees who can support our growth, and in motivating our people. Moreover, to effectively utilize our finite workforce, MC will dynamically deploy and reassign people with the necessary skills to areas and regions expected to grow going forward. MC hopes that this will stimulate both the organization and people's career aspirations.

Creating Pro-diversity HR Systems

MC's HR policies on recruitment, training, assignment, evaluation and remuneration are supplemented by programs designed to strengthen the organization and corporate culture, and to enhance working environments. These programs form the core of efforts to develop and build MC's human capital.

The global MC Group comprises more than 500 consolidated subsidiaries. Major expansion in recent years has increased the importance of the businesses conducted by the operating companies, making it essential for MC to recruit and train managers to run these firms and implement the required internal controls.

To develop the necessary human resources, MC organizes business-related seminars, lectures and training courses at all levels across the MC Group, including managers, accounting managers, HR executives and young executives with leadership potential. In addition backup support to reinforcement of the ongoing management of Group businesses has also been established.

Establishment of Working Environment Support Office

In October 2007, MC established a new central department with the mission of creating worker-friendly environments that help to boost the enthusiasm and vitality of employees in Japan while responding quickly to changes in the in-house and external environments and in workers' needs. Going forward, the department plans to focus on initiatives in three areas: overtime periods and leave; the mental and physical health of employees; and gender-neutral employment support.

Measures to Promote Positive Working Environments

MC has developed various systems to support employees raising young children. In April 2007, in a move aimed at promoting work-life balance for such families, MC instituted childcare friendly working hours and childcare leave in Japan to make it easier for parents to combine working with child-rearing commitments. A separate system was established at the same time that guarantees re-employment for those forced to resign their position due to a spouse moving overseas for work. In May 2008, the Japanese Ministry of Health, Labour and Welfare (MHLW) awarded an accreditation mark to the company for its childcare support-related HR policies, signifying that MC's initiatives and plans in this area are in line with Japanese laws aimed at increasing the birth rate.

MC has been a pioneer within corporate Japan in terms of promoting employees' mental health. Consultations are available for employees through in-house clinics and counseling rooms. In July 2008, MC established the Employee Assistance Program (EAP) in Japan to provide an external counseling service to a wider range of people, including employees working outside the head office and their families. A separate counseling service was established at the same time to provide helpful advice to any employees caring for parents or other family members.

In other moves, MC has set up five linked committees and task forces to consider labor-related issues, in conjunction with the in-house union, with the aim of promoting worker-friendly environments. Areas of focus include the promotion of workforce diversity, company dormitory facilities for unmarried workers and staff restaurants.



Employment of Disabled People

The employment rate for disabled people within MC in Japan was 1.9% in fiscal 2007 (on a non-consolidated basis). Established in 1983, Mitsubishi Shoji & Sun Co., Ltd. is a designated special subsidiary of MC based in Beppu, Oita Prefecture, that provides employment opportunities for people with disabilities. This firm opened an office in Iwamizawa, Hokkaido, in December 2007 to expand these opportunities. MC is also working to promote the employment of disabled people across the entire MC Group in Japan. For instance, joint recruitment interviews have been organized for Group companies in partnership with the MHLW's Employment Security Bureau.

Global Human Resources Development

As a global enterprise, MC actively strives to promote

equal opportunity for its diverse workforce. Global HR development functions comply with national laws and regulations while remaining sensitive to differences in working environments, among other cultural aspects. In particular, MC has created training systems for those working in consolidated subsidiaries and local staff employed at overseas operations. Efforts are focused on promoting and accelerating the introduction of various systems to promote HR development.

MC has developed e-learning modules in English that are designed to educate new recruits at as early a stage as possible about the history of the company, the Three Corporate Principles and other key topics such as the nature of general trading companies. Basic materials to educate people about the complex organization of a *sogo shosha* and the history of MC are available at every overseas office, no matter how small.

Promotion of Bilingual Communications

MC is promoting a bilingual approach to internal communications based on the use of Japanese and English. Published every other month, the company magazine *RYOWA* covers the same subject matter in both languages. The intranet portal site also has a bilingual design. Locally recruited employees working in MC's network of overseas offices can choose to receive an e-learning program to help learn Japanese.

Dynamic Personnel Assignment

To realize the goals contained in the INNOVATION 2009 plan, MC is pursuing a policy of dynamic personnel assignment to rotate people between central departments and business groups so that each individual employee can gain a variety of experience and career opportunities.

This dynamic HR approach also includes a policy of increasing the numbers of staff recruited overseas that are sent to Japan on assignment or as trainees, in addition to transferring more personnel between overseas bases.

A Message From MC's Employees Union in Japan



Go Miyamoto
Mitsubishi Corporation
Employees Union

People are the greatest asset of any trading company. Happy and productive work by MC's employees is essential for the company's sustained future growth.

In December 2007, the in-house union created a labor-management liaison committee with MC to study ways of creating workplace environments to develop good working practices, foster HR diversity and promote lively and multidirectional communication within the company and a balanced work and private life. This group is currently debating issues relating to the promotion of diversity-oriented working environments.

CSR & Environmental Considerations in MC's Investments WEB

Loan and investment proposals are examined by the Executive Committee, which acts as the strategic decision-making body for MC. CSR and environmental risks are examined as part of this process, with some proposals receiving further review from the Board of Directors.

Loan and investment decisions by the Executive Committee are based on advisory input from the Portfolio Management Committee, which in turn bases its advice on comments submitted by specialized internal departments. The screening and review process is a comprehensive one, taking into account not only economic but also global environment and community impact factors. The process is specifically guided by the following mechanisms:

- Inclusion of environmental and social impacts in loan and investment proposals
- Screening of environmental and social impacts by the CSR & Environmental Affairs Office

The CSR & Environmental Affairs Office uses the following documents to guide its screening process: Guidelines for Confirmation of Environmental and Social Considerations published by the Japan Bank for International Cooperation (JBIC) and International Finance Corporation (IFC) guidelines. The office has also formulated a CSR checklist for consideration before advancing loan and investment proposals. In addition to screening for environmental criteria, social criteria such as human rights and working conditions are also examined from a global perspective.

