

2022 ESG REPORT:  
CARING FOR EARTH, SOCIETY, AND PEOPLE



mazda

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WELCOME

## LEADERSHIP MESSAGE

Welcome to Mazda Motor of America (“MMA”)’s first Environmental, Social, and Governance (ESG) report. Our inaugural publication shares our accomplishments to date and the future goals of Mazda in the United States. We have made much progress in building and implementing our ESG strategy and continue to advance our efforts toward our goals.

Following the lead of Mazda Motor Corporation, we at MMA strive to realize a society in which people can experience the joys of living. We believe our industry must help solve the daily issues people face, from mobility challenges to the effects of global climate change.

To this end, we defined our ESG priorities and codified our commitment in 2021 by creating the MMA ESG Council and approving a three-year ESG action plan. This plan aligns with the [United Nations Sustainable Development Goals \(SDGs\)](#), which provide a shared roadmap for peace and prosperity for people and the planet, now and into the future.

We have a vision for our ESG program, and we believe it is achievable and worthwhile. A key component of our program: being the employer of choice in the U.S. automotive industry.

This starts by creating a welcoming, beneficial workplace for all, which is the aim of our five-year Inclusion, Diversity, Equity, and Accessibility (IDEA) framework. IDEA and related initiatives — from new Employee Business Resource Groups to culture workshops — help us create and deliver innovative vehicles that delight our customers through the power of human capability and industry-leading talent.

We also continue to support our communities through the many challenges we face collectively, including



those regarding health, safety, and inclusivity. Our contribution to a thriving society through a profound respect for human capability is exemplified in the [Mazda Heroes program](#) detailed later in this report.

Additionally, we reaffirm our commitment to be better stewards of the environment, especially as we strive to support Mazda Motor Corporation's goal of carbon neutrality by 2050. As a milestone in achieving this target, Mazda aims to realize carbon neutrality at its factories around the globe by 2035. We believe that taking action on climate change by reducing our greenhouse gas emissions will be key to the long-term health of our business.

While we look forward to applying our creativity and ingenuity to find solutions to the challenges we face, we understand that we cannot achieve our goals alone.

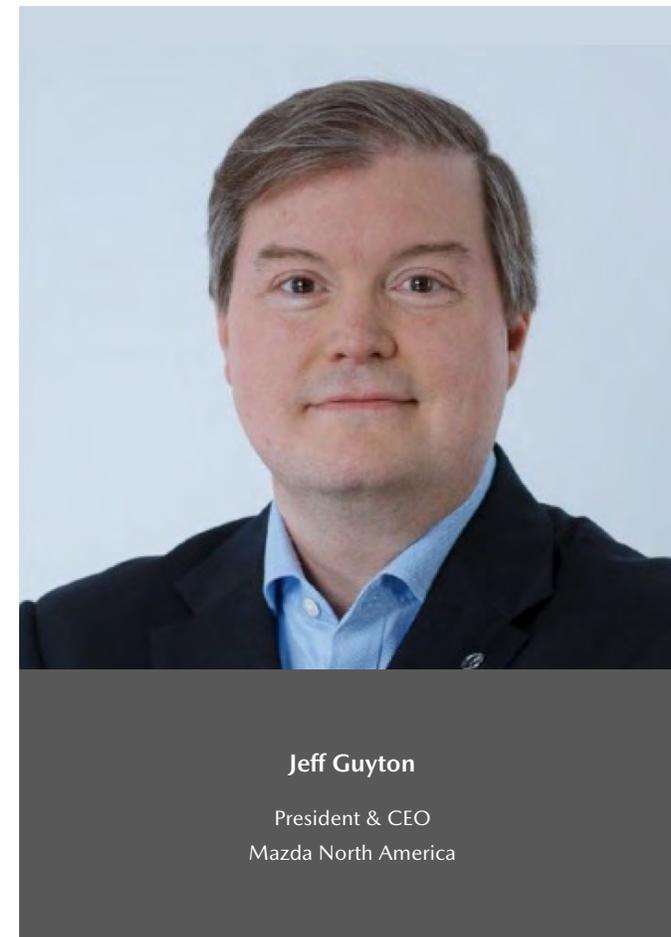
We look forward to engaging with our many stakeholders to advance our ESG strategy and implement concrete actions that get us where we need to go.

Thank you for your interest in Mazda and our ESG efforts!

Regards,



Jeff Guyton  
Chief Executive Officer



## ABOUT THIS REPORT

This report details the objectives and progress in the areas of environmental sustainability, social responsibility, and governance performance for Mazda Motor of America, Inc. (“MMA”).

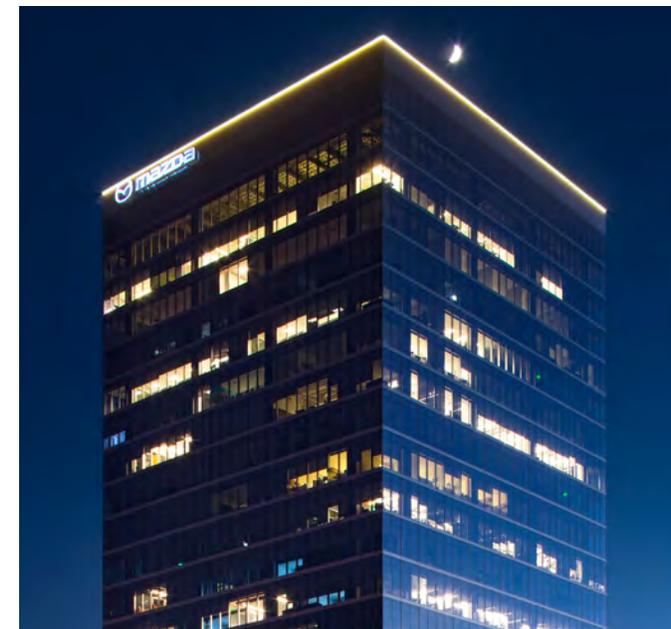
Mazda Motor of America, Inc., is Mazda Motor Corporation’s subsidiary responsible for U.S. operations. Mazda Motor Corporation is a publicly traded company based in Hiroshima, Japan. MMA is headquartered in Irvine, California. MMA’s business partners include affiliated entities in Canada, Mexico, and the United States of America, including Mazda Toyota Manufacturing (MTM) and Mazda Motor Manufacturing de Mexico (MMVO). MMA coordinates the production, marketing, and sale of Mazda vehicles in North America by working with suppliers, affiliated entities, and dealers.

Unless otherwise specified, this report covers only MMA activities in the United States for our fiscal year from April 1, 2021, through March 31, 2022 (“2022”). MMA aligns with the fiscal year as reported by Mazda Motor Corporation in its financial and sustainability reporting. MMA has reported with reference to the Global Reporting Initiative (GRI)’s latest standards released in October 2021. We additionally align our work with the United Nations Sustainable Development Goals (SDGs). We intend to release updated ESG reports annually. As our reporting becomes more robust, we will seek to expand the details of our disclosures.

More information on our alignment with the GRI is available in the [GRI Index](#).

This report was published online in February 2023 and is optimized for digital viewing. In the interest of minimizing paper use, please consider reading this report electronically rather than printing a hard copy.

For questions about this report, please contact [esg@mazdausa.com](mailto:esg@mazdausa.com).

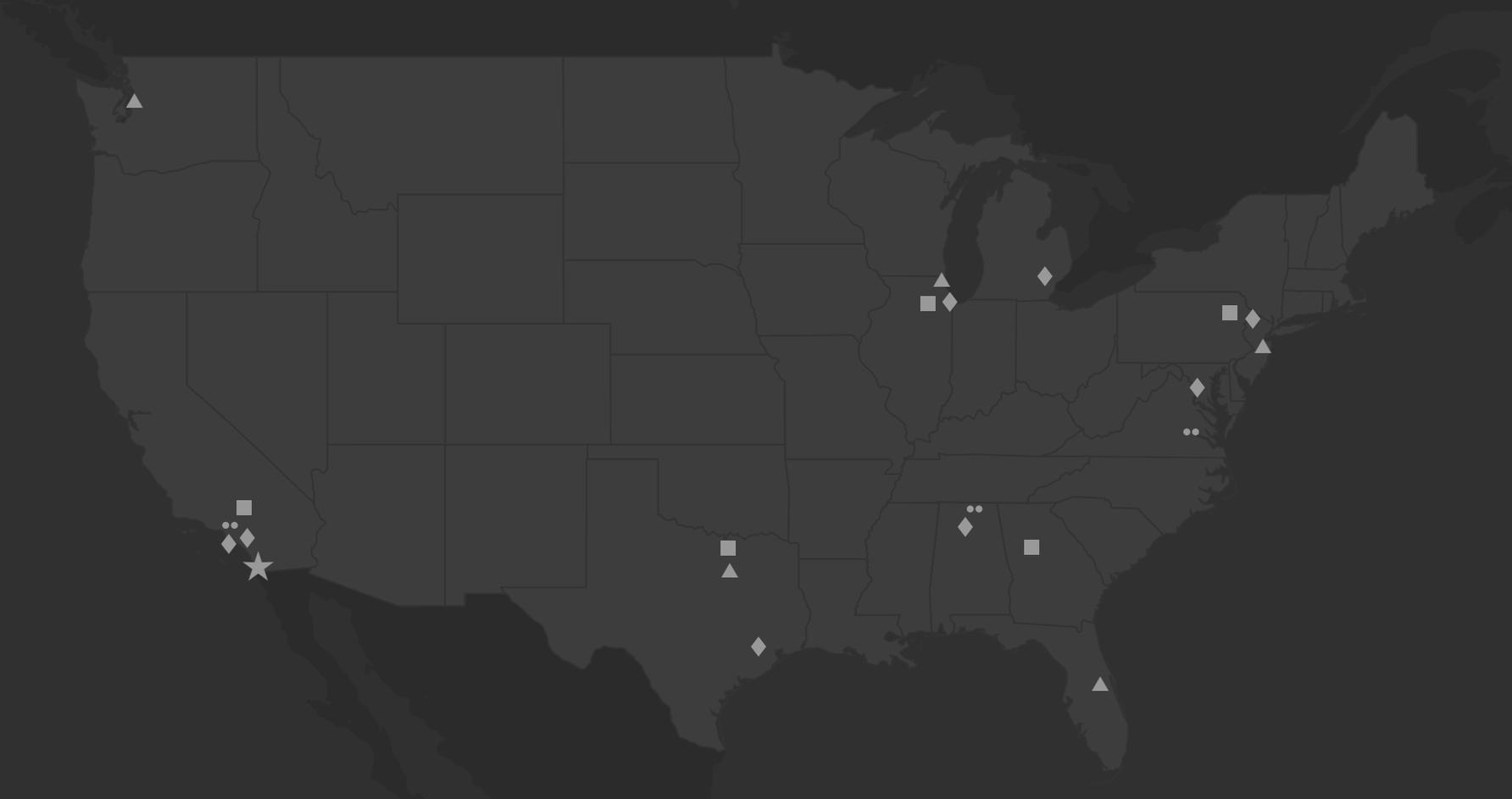


“MAZDA HAS A HOLISTIC APPROACH TO VEHICLE DEVELOPMENT THAT PRIORITIZES SAFETY, RELIABILITY, DRIVING DYNAMICS, AND BEAUTIFUL DESIGN”

– Jeff Guyton, Chief Executive Officer

WE ARE PART OF COMMUNITIES  
ACROSS THE UNITED STATES.

- ★ Corporate HQ
- ◆ Offices
- ▲ Training Centers
- Distribution
- R&D and Re-manufacturing



Headquartered in  
Irvine, California

More than 12 million  
Mazda vehicles have been sold  
in the U.S. since 1970

544 independently-owned  
U.S. dealerships

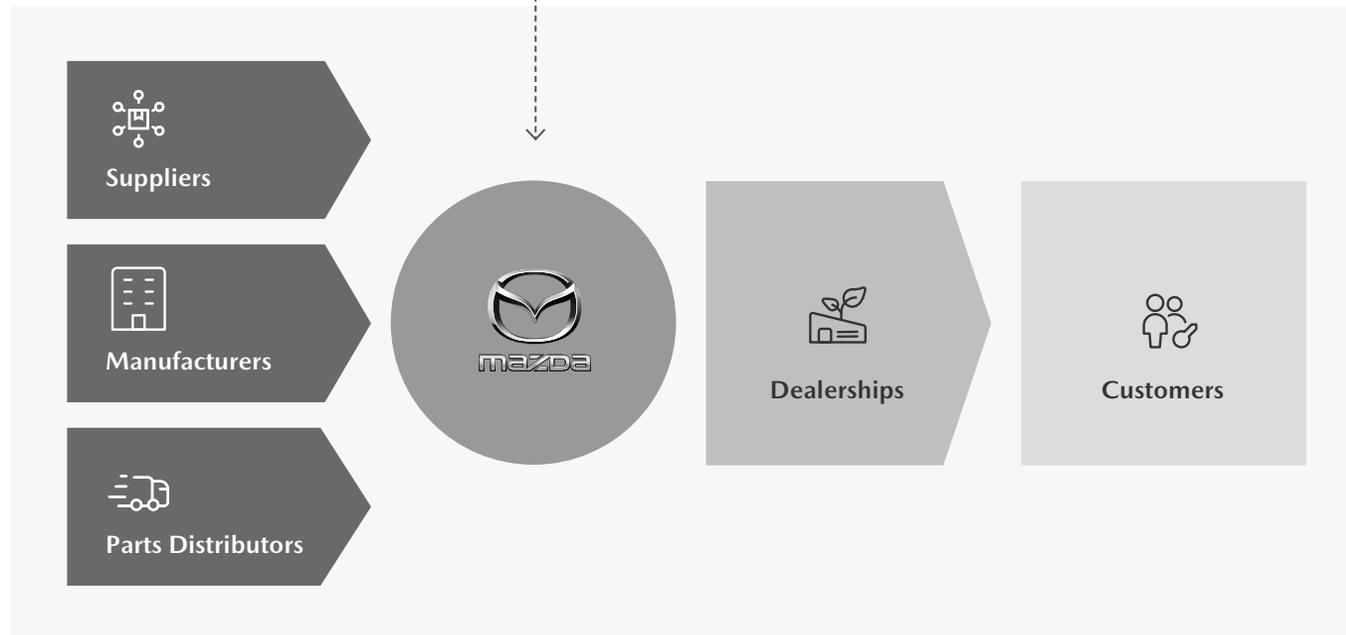
908 U.S.  
employees<sup>1</sup>

In 2022, we sold more than  
330,000 vehicles in the U.S., for a  
total revenue of more than \$8 billion

<sup>1</sup> Includes MMA employees and Mazda Group employees assigned to MMA during the reporting period..

## OUR VALUE CHAIN

Building vehicles that are a delight to drive is a complex endeavor. We coordinate and collaborate with a variety of business partners and affiliates to achieve our mission of brightening people's lives through vehicle ownership.



## MAZDA MOTOR CORPORATION

MMA is a wholly owned subsidiary of Mazda Motor Corporation, which was founded in 1920 and is headquartered in Hiroshima, Japan. Mazda Motor Corporation operates major production sites across the globe, including in Japan, Mexico, Thailand, and China, and conducts sales in more than 130 countries and regions around the world.

[Learn more about Mazda Motor Corporation's global sustainability efforts.](#)

## 2022 HIGHLIGHTS



- Established nine Employee Business Resource Groups.
- Five Mazda vehicles achieved the Insurance Institute for Highway Safety's (IIHS) 2022 TOP SAFETY PICK+ award.
- Generated approximately 400,000 kWh of solar power, which avoided 283 metric tons of CO<sub>2</sub>e, the equivalent of powering 36 homes for one year.
- Mazda Foundation awarded funding to 11 organizations through its yearly grant-giving process.
- In 2022, people from underrepresented groups represented 41% of MMA's workforce.
- In 2022, MMA's workforce was 32% gender diverse.

## OUR APPROACH AND STRATEGY

### ALIGNING WITH MAZDA MOTOR CORPORATION'S MATERIAL ISSUES

Mazda Motor Corporation has conducted an analysis to determine which social and environmental issues are of the highest priority to its stakeholders, including external experts and opinions, Mazda Motor Corporation management, and perspectives from the various Mazda Motor Corporation divisions.

To review Mazda Motor Corporation's full list of material issues, read its [2022 Sustainability Report](#) (pg. 10).

We aligned our ESG focus areas to Mazda Motor Corporation's priority issues, as shown below.

Mazda Motor Corporation's Sustainability Framework	Mazda Motor Corporation's Material Issue	MMA 2022 Report Focus Area
<b>EARTH</b>	Endeavor for carbon neutrality by 2050 Resource circulation	Learn more about MMA's approach to <a href="#">carbon neutrality</a> on pg. 13. Learn more about MMA's approach to <a href="#">resource use</a> on pg. 13.
<b>PEOPLE</b>	Improving employee job satisfaction Contribution to people's mental wellness	Learn more about MMA's approach to <a href="#">talent management</a> on pg. 17. Learn more about MMA's approach to <a href="#">people's mental wellness</a> on pg. 20.
<b>SOCIETY</b>	Creating a system that enriches people's lives Realizing a motorized society free from traffic accidents	Learn more about MMA's approach to <a href="#">enriching people's lives</a> on pg. 29. Learn more about MMA's approach to <a href="#">product quality and safety</a> on pg. 40.
<b>CROSS-CUTTING INITIATIVES: Earth, People, and Society</b>	Exploring partnerships for "co-creation with others" Quality improvement	Learn more about MMA's approach to <a href="#">partnerships</a> on pg. 29. Learn more about MMA's approach to <a href="#">product quality and safety</a> on pg. 40.

## OUR COMMITMENT TO SUSTAINABLE DEVELOPMENT GOALS

The United Nations (UN) Sustainable Development Goals (SDGs) are a collection of 17 interlinked global goals designed to be a shared blueprint for peace and prosperity for people and the planet, now and into the future.

Mazda Motor Corporation aligns its sustainability initiative with several UN SDGs, and MMA has aligned its work with a subset of Mazda Motor Corporation's SDGs. Below, we share the eight UN SDGs that align with our ESG priority areas. These tiles can be found throughout this report, reflecting our activities and initiatives that contribute to progress in each of these areas.

We look forward to communicating more details about our activities that contribute to these SDGs in future reports.



**3** GOOD HEALTH AND WELL-BEING



**5** GENDER EQUALITY



**6** CLEAN WATER AND SANITATION



**8** DECENT WORK AND ECONOMIC GROWTH



**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



**11** SUSTAINABLE CITIES AND COMMUNITIES



**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



**13** CLIMATE ACTION



# EARTH

We aim to deliver a sustainable future for mobility in which people and vehicles can coexist with a healthy planet.



## MANAGING OUR OPERATIONAL IMPACT

MMA shares Mazda Motor Corporation's belief that a love of driving and a love of the Earth can and must be harmonious. MMA understands that it plays a major part in maintaining healthy relationships among vehicles, people, and the planet. Across operations, MMA continually seeks opportunities to minimize our environmental impact. This starts with physical spaces.

The MMA headquarters in Irvine, California is certified as LEED® Gold by the U.S. Green Building Council and as an ENERGY STAR® building by the U.S. Environmental Protection Agency. The building uses advanced energy storage systems to reduce peak energy demand by up to 25%.

Our Research and Development facility, also in Irvine, California, features a 317 kW solar electric system with rooftop photovoltaic panels that deliver half of the facility's power needs. The clean energy produced over the system's expected 25-year lifespan will prevent an estimated 18.6 million pounds of carbon dioxide from entering the atmosphere.



- In 2022, we generated approximately 400,000 kWh of solar power, which avoided 283 metric tons of CO<sub>2</sub>e, the equivalent of powering 36 homes for one year.
- In addition, we are dramatically reducing energy use across numerous facilities by shifting to high-efficiency LED lighting and smart lighting controls.

## WASTE MANAGEMENT

Within our value chain, we generate commercial waste, which includes boxes, pallets, plastic, and metals via parts distribution and office waste through our U.S. office locations. MMA does not directly operate any manufacturing sites, and we do not generate any biochemical waste. We leverage the expertise of our waste management partners Rubicon Technologies and Safety-Kleen to handle our waste disposal. Specifically, for hazmat waste removal and management, we contract with Safety-Kleen. For scrap parts, we ask all individual dealers to manage their disposal responsibly. At some of our facilities, we handle waste and recycling ourselves; at other facilities, Rubicon Technologies, a digital marketplace for waste and recycling, works with us on waste diversion and other sustainability initiatives.

## WATER CONSERVATION

MMA uses water for commercial purposes, including landscaping, restrooms, and kitchens in office space. MMA does not directly operate any manufacturing sites. To conserve water (a necessity in drought-prone California) several MMA facilities use reclaimed water for landscaping around the property. MMA's headquarters building also uses reclaimed water in flushable restroom fixtures.



## A COLLABORATIVE EFFORT FOR CARBON NEUTRALITY

Mazda Motor Corporation is committed to carbon neutrality for the entire lifecycle of its vehicles and its entire supply chain by 2050. Mazda Motor Corporation will aim to achieve carbon neutrality at its factories worldwide by 2035. MMA is excited to work toward this goal in collaboration with its counterparts across the world.

Read more about Mazda Motor Corporation's carbon neutrality commitments and sustainable Zoom-Zoom 2030 initiative [here](#).

## MINIMIZING OUR PRODUCT FOOTPRINT

Although MMA does not manufacture the vehicles it sells in the U.S., we partner with Mazda Motor Corporation and affiliated manufacturing entities to pursue innovations to minimize the environmental impact of its vehicles.

Mazda Motor Corporation focuses on developing the entire lifecycle of its vehicles in an environmentally friendly manner. As Mazda Motor Corporation introduces new sustainable technologies, it carefully considers the manufacturing, usage, and end-of-life recycling of its products to minimize the environmental impact. In addition, Mazda Motor Corporation is committed to all vehicle models having some level of electrification by 2030.

To that end, Mazda Motor Corporation researchers are working on defining an appropriate product concept for electric vehicles (EVs) and other electrified technologies, including the exploration of biodiesel fuels made from microalgae fats, recycled cooking oil, and other sustainable raw materials.

At MMA, we are expanding the boundaries of sustainable design and testing electric vehicles in the California market in partnership with Mazda Motor Corporation, including Mazda's all-electric MX-30. The power source is just one of the impressive environmentally friendly features comprising the MX-30. Other features include the following:

- Natural cork around the cabin's center console
- Non-woven fabric lining made of threads from recycled plastic bottles
- A faux leather interior made with minimal organic solvents.

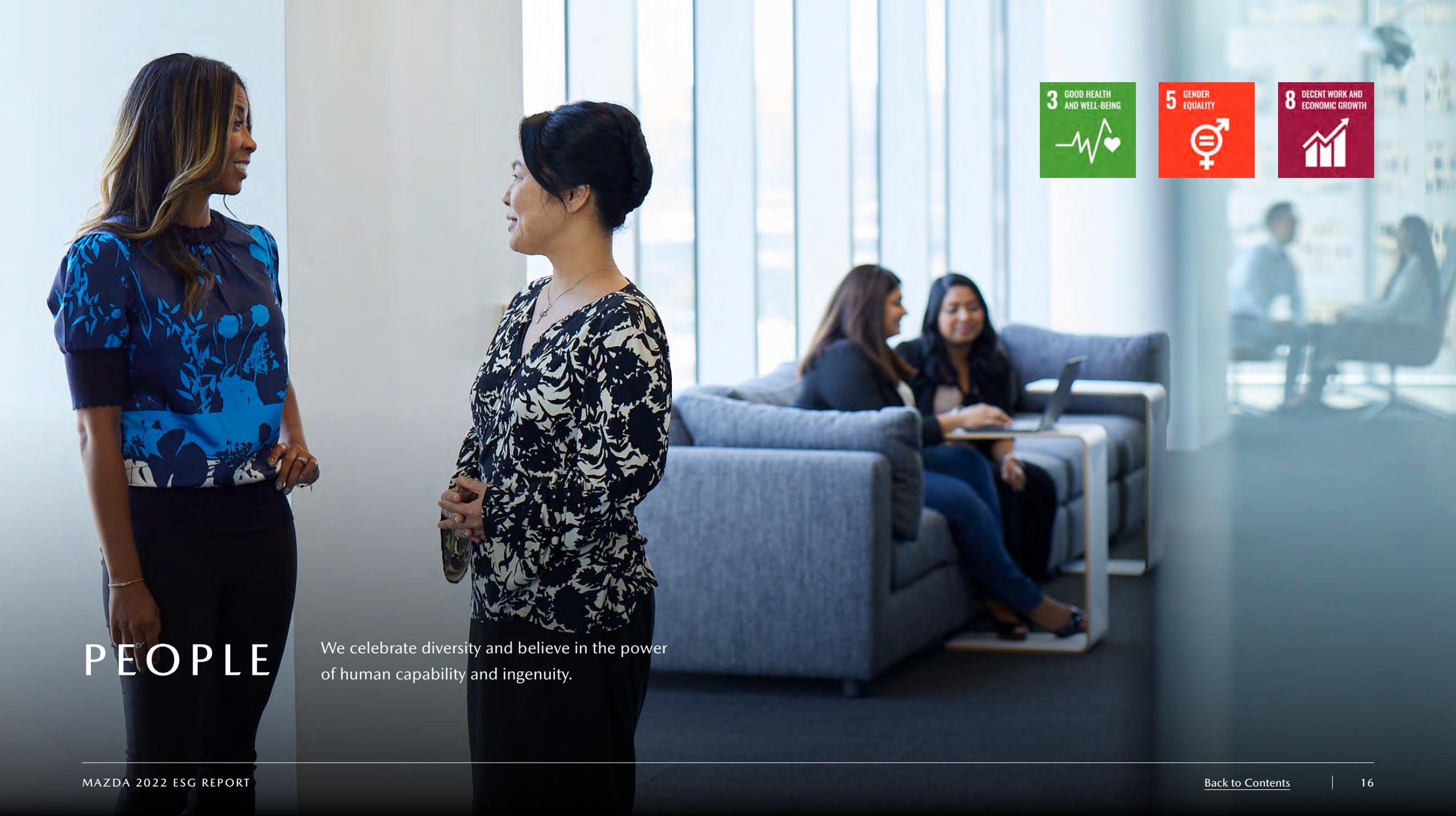
In the coming years, we look forward to continuing our work with Mazda Motor Corporation to launch hybrid and all-electric vehicles on a wider scale.

## CLEANER COLORS

Vehicle painting — and drying in particular — traditionally consumes a great deal of energy while releasing volatile organic compounds (VOCs) into the air. MMA, in collaboration with Mazda Motor Corporation and affiliated manufacturing entities, has adopted a water-based Aqua-tech paint system that releases significantly fewer VOCs and consumes less energy compared to more conventional solvent-based paint.

Our technology leverages robots to apply paint coats with precision using static electricity, which draws up to 90 percent of the paint directly to the vehicle. This technology allows us to significantly cut down on wasted paint and makes for a safer cleanup for our team members and the planet. Read more [here](#).





# PEOPLE

We celebrate diversity and believe in the power of human capability and ingenuity.

## OUR PEOPLE DRIVE OUR SUCCESS

People are our greatest assets and the keys to our success. Guided by Mazda Pride Point—our name for MMA’s cultural evolution—we are committed to recruiting, supporting, and rewarding the most qualified talent. This commitment includes creating an inclusive workplace where everyone feels welcome and encouraged to thrive.

### RECRUITMENT, TRAINING, AND DEVELOPMENT

At MMA, we aim to recruit candidates with essential skills and high potential for growth. Our carefully thought-out recruitment process includes consultations with a hiring manager, as well as guidance for applicants and candidate experience surveys—all of which fortify our search for the right team members.

Once on board, all team members across MMA have opportunities to grow and advance through offerings from our learning and development team, which include the following:

- Development tools and training
- A performance management process and support tools
- A learning management system in collaboration with Skillssoft Percipio, offering thousands of courses to support team member skill building in business management, productivity and collaboration, and technology usage.



At the leadership level, all managers have access to the Optimal Leadership Training Program, a learning program that seamlessly blends building critical leadership skills with Mazda Pride Point core leadership competencies. This program includes learning opportunities to navigate the transition from peer to people manager, the basics of effective communication, setting SMART goals, delegating effectively, holding important conversations, and coaching for development.

We are also piloting a leadership program called Mazda Elevate, which empowers managers to expand their capabilities. Managers train in practicing “third-way” thinking, regularly expressing appreciation, and building more connected teams. Participants report that the program fundamentally changed their approach to leadership.

“I REALLY THOUGHT THE COACHING AND WORKSHOPS COMPLEMENTED EACH OTHER. I HAVE THE TOOLS TO DEVELOP MYSELF, BUT — JUST AS IMPORTANTLY, IN MY OPINION — TO DEVELOP MY TEAM AS WELL.”

– Mazda Elevate Participant



Senior Design Director of the Americas Yasutake Tsuchida was named a 2021 Automotive News Rising Star. Becoming chief designer of the fourth-generation Mazda3 was a major accomplishment for Tsuchida-san, who cited that this design project provided him with the opportunity to be responsible for the entire vehicle design, as well as overseeing a design team of more than 20. Read more [here](#).

## ENGAGING OUR EMPLOYEES

We strive to give all team members a voice and make them feel connected to our common mission, purpose, and values.

To measure our effectiveness at engagement, we conduct an annual Global Employee Survey, which goes to all team members receive. Our leaders create a culture that embraces continuous feedback through regular check-ins, among other platforms.

To boost work-life balance while providing access to tools and resources that foster results, in 2022 MMA announced its virtual-first workplace model. This approach offers flexible work schedules for individuals and teams who can perform work remotely. This flexibility strengthens employee engagement by enhancing career mobility and providing more ways to work. We also offered nine culture workshops that engaged more than 300 employees. These workshops are intended to provide employees across MMA the opportunity to expand their understanding of the different elements of MMA's ongoing cultural evolution, Mazda Pride Point.



## SUPPORTING WELLNESS

Mazda Pride Point includes empowering our team members to be their best and healthiest selves. To that end, MMA offers numerous resources to support physical and emotional fitness, both at work and at home.

Our comprehensive Employee Benefits Program includes the following:

- Medical, Dental, & Vision Plans
- Life Insurance
- Short-/Long-Term Disability
- Flexible Spending Accounts/  
Health Savings Accounts
- Employee Assistance Program
- Leave of Absence and Workers'  
Compensation
- Deferred Compensation
- Wellness and Work-Life Programs
- 401(k) and Pension Administration
- COVID-19 Tracking and  
Contact Tracing
- Employee Vehicle Lease Program

In 2022, we look forward to adding an employee wellness platform to encourage healthy habits, outdoor activities, and teamwork.

“MAZDA VALUES THE IMPORTANCE OF WORK-LIFE BALANCE AND OFFERS PROGRAMS TO SUPPORT MY WELL-BEING BOTH INSIDE AND OUTSIDE OF THE OFFICE. THE WELLNESS AND WORK-LIFE PROGRAMS HAVE BEEN AN IMPORTANT PART OF MY WORK DAYS.”

– MMA employee

## ADVANCING INCLUSION, DIVERSITY, EQUITY, AND ACCESSIBILITY

Inclusion, Diversity, Equity, and Accessibility (IDEA) are tightly woven into our mission and operations. We value our team members' unique backgrounds, experiences, and identities and strive to create a welcoming, inclusive, accessible, and equitable workplace for all team members.

Starting at the very highest levels of the company and extending throughout the enterprise, MMA is committed to cultivating a work environment that promotes respect, equity, and opportunity for all.

### BUILDING A MORE INCLUSIVE FUTURE

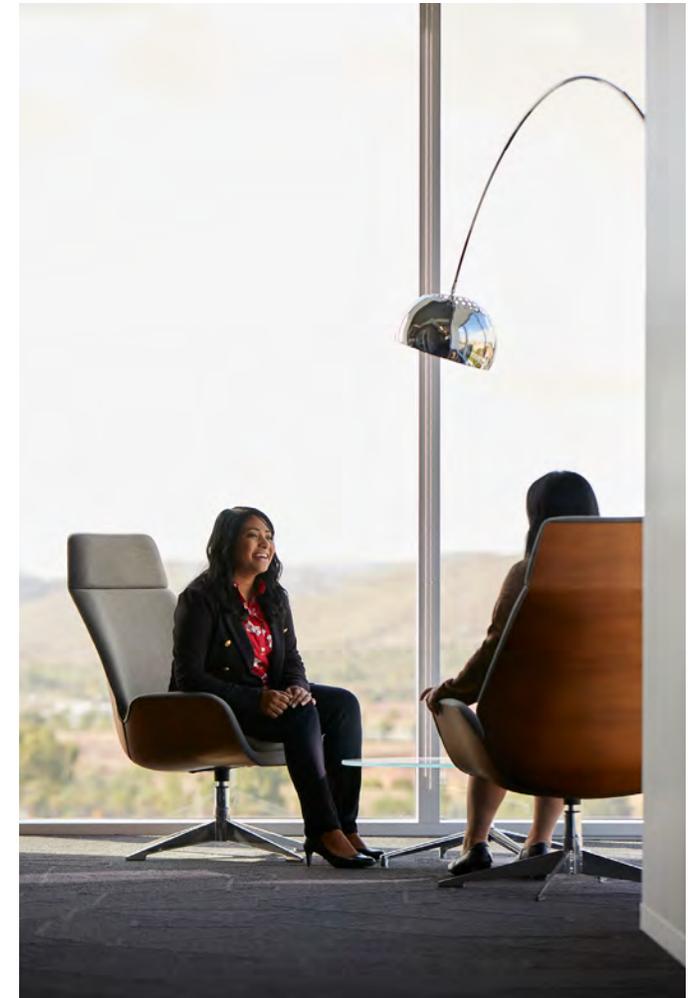
From focusing on inclusive leadership to creating an environment of trust and belonging, our IDEA Strategy helps us live out our commitment and guides our efforts to create a welcoming, inclusive, accessible, and equitable workplace for all. The strategy's priorities focus on four core areas:

**Leadership:** Equip all leaders to lead inclusively and with a growth mindset.

**Culture:** Enhance our culture so that all employees feel included and trusted and that they belong.

**Talent:** Help employees thrive and grow within Mazda.

**Marketplace:** Embrace and expand IDEA to external dealers, vendors, business partners, and community groups.



The goal behind IDEA is for team members across MMA to understand and apply the strategy both individually and as part of the larger organizational business plan. IDEA also reinforces meaningful behavioral connections to Mazda Pride Point and MMA's leadership and core competencies.

A council of eight executives determines IDEA's direction, top-line priorities, and strategies. The council also monitors progress within the organization while leading by example and with accountability.

In addition to the IDEA executive council, 30 employees sit on a diversity, equity, and inclusion (DEI) committee that works to implement strategies across a number of areas, including climate and culture, community engagement, Employee Business Resource Groups, education and awareness, equity, inclusive wellness, and marketing and communications.

“IT ALL FLOWS TOGETHER. DEI IS A PART OF ALL THINGS. IT IS WOVEN INTO EVERYTHING WE DO. WE DID THAT INTENTIONALLY.”

– IDEA Executive Council Member



## EMPLOYEE BUSINESS RESOURCE GROUPS

To identify and meet the needs of different communities within the MMA team, we've established nine Employee Business Resource Groups (EBRGs), and more are planned. Our current community EBRGs include the following:

- African American Business Network
- Asian American Pacific Islander Network
- Christian Faith Network
- Interfaith Network
- PRIDE at Mazda
- Todos Unidos!
- VETs+
- Women in Leadership
- Women of Color+.

In April 2022, we held our first EBRG fair over two days, with 18 sessions sharing information about the groups and facilitating networking among MMA team members.

**PEOPLE FROM UNDERREPRESENTED  
GROUPS COMPRISE 41% OF MMA'S  
WORKFORCE.**

**MMA'S WORKFORCE IS 32%  
GENDER DIVERSE.**

## TRAINING, DEVELOPMENT, AND AWARENESS

MMA engages in a variety of activities and programs to promote DEI awareness and practices throughout the company.

We partnered with iPondr, an education technology and content company, to launch iPonder@Work, a DEI learning and development program to foster empathy in the workplace and beyond. We also held DEI awareness sessions and training on unconscious bias and inclusive leadership. More than 350 team members participated in the DEI awareness sessions and trainings in the first quarter of 2022.

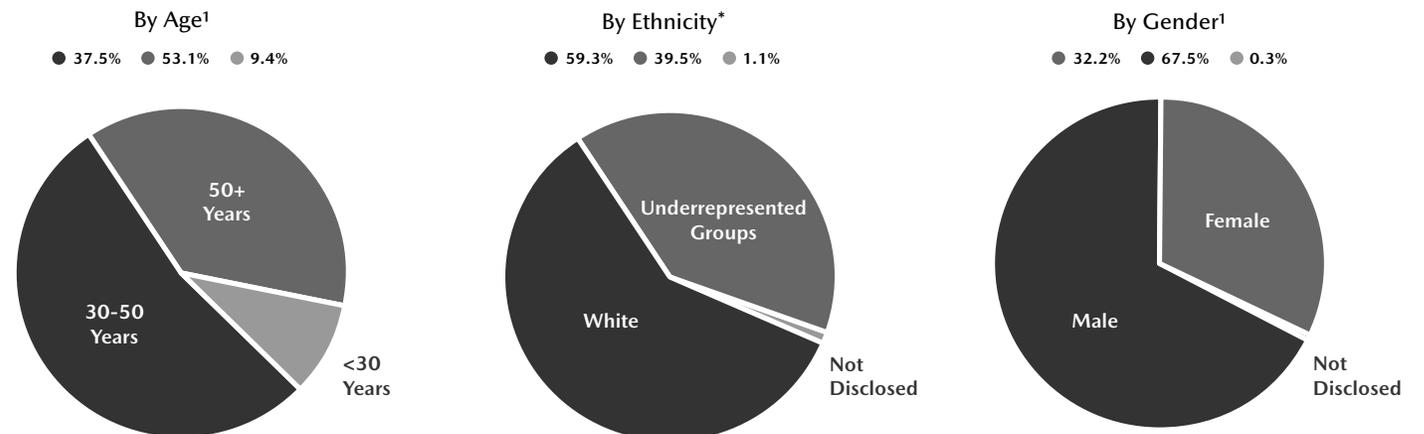
Starting in 2022, we intend to focus on DEI in the talent acquisition process, including expanding our recruiting channels and auditing our process for bias.

## PAY PARITY

Our commitment to equity extends to our pay practices. This reflects the value we place on gender, racial, and ethnic pay equity and our belief that team members' protected characteristics (including but not limited to gender, race, and ethnicity) should not factor into compensation decisions.

In late 2021, MMA conducted an external study of employee pay and pay practices to determine equity gaps and inequities in pay practices. The study results showed that, overall, pay is administered in a fair and equitable manner and that gender and/or ethnicity is not a factor that influences pay. The study did identify a small number of employees whose salaries fell below predicted ranges, and based on our analysis, we adjusted their pay to ensure pay equity.

## WORKFORCE DEMOGRAPHICS



<sup>1</sup> U.S. Only

## PROTECTING OUR PEOPLE

MMA conducts business in compliance with applicable laws and regulations and employs reasonable standards of care for employee health and safety. MMA's approach to providing a safe working environment is holistic and focuses on key areas related to compliance, risk reduction, and overall team member wellness.

### OVERSIGHT OF HEALTH AND SAFETY

The responsibility for the development and execution of the health and safety initiatives designed to meet local laws and regulations and to promote a safe work environment across all MMA locations is a joint effort between a number of individuals and departments within MMA.

Some of our team members are located in spaces that are operated by one of our business partners. At these locations, our business partners' health and safety teams have the primary responsibility for protecting our people.

Commitment to employee well-being and safety is shared across the organization, and engagement is demonstrated by management and non-management alike. Safety committees are in place for each location and meet regularly to discuss health and safety risks and improvement opportunities. We have also trained employee volunteers to serve as the Mazda Emergency Response Team (MERT) at each of our locations. MERT volunteers receive ongoing training to support effective emergency response and certification compliance.



Mazda Toyota Manufacturing (MTM), featured above, is one of our partner entities located in Huntsville, Alabama.

## EDUCATION AND TRAINING COME FIRST

When it comes to health and safety, education and training are critical tools that we employ to manage risks. We have a set of mandatory health and safety training courses that team members must complete, which include training in office safety, safe driving, and ergonomics. Additionally, courses are assigned to individuals based on specific job hazards and responsibilities, such as hazardous communication, electrical safety, hearing conservation, and respiratory protection. We continually refresh our training modules and have introduced additional training to better address hazards employees might encounter outside the physical office, such as ergonomics training specific to working remotely.

MMA employees have access to a comprehensive online safety training system that provides hundreds of optional safety training courses.

Through our relationships with nationally recognized safety-related organizations, we also provide team members with opportunities for in-person training courses.



**MMA EMPLOYEES ACHIEVED MORE THAN 90% COMPLIANCE ON HEALTH AND SAFETY TRAINING COURSES, WITH A COMBINED TOTAL OF OVER 3,200 COURSES COMPLETED IN A SINGLE YEAR.**

## IDENTIFYING AND MANAGING HEALTH AND SAFETY RISKS

At MMA, we take a proactive approach to identifying and managing health and safety risks. Team member safety is a top priority, and we seek information and guidance from federal and state compliance officials, professional associations, insurance partners, industry best practices, and third-party safety resources to inform our approach. We seek to identify all hazards quickly and work to remove them, where possible. Where not possible, we apply the hierarchy of safety controls and work to substitute, engineer, introduce administrative controls, or provide personal protective equipment where needed to minimize risks.

We maintain an Environmental Health and Safety (EHS) Compliance Tracker to ensure that all locations and team members are adhering to Occupational Safety and Health Administration (OSHA) safety standards and best practices. Our EHS Compliance Tracker monitors fire and earthquake drills, required safety training completion, our annual EHS questionnaire compliance status, and machinery inspections, among other metrics.



IN 2022, MMA HAD ZERO FATALITIES, DAYS AWAY, RESTRICTED OR TRANSFERRED (DART), OR RECORDABLE INCIDENTS.

# SOCIETY

We are committed to developing healthy, resilient communities where people can enjoy unrestricted mobility.



## SERVING SOCIETY

At MMA, we believe that well-being and resilience are essential ingredients of a healthy and sustainable society. To that end, we make investments that engage our communities and positively impact societal issues while supporting our business goals.

### ENGAGING OUR COMMUNITIES

MMA continues to develop and expand initiatives designed to benefit the many communities where its team members live and work. At the heart of this effort: a growing dealer network serving as the main conduit between MMA and its customers.

Throughout 2021 and 2022, we worked with dealers across the United States to transform our commitment to making a difference into action. Highlights include the following:

- **Essential Car Care for Educators:** Building on the success of our Essential Car Care (ECC) program for healthcare workers in 2020, we shifted the program to include educators in 2021. Teachers, coaches, and school staff at all education levels received complimentary interior and exterior vehicle cleaning, and oil changes at participating dealers nationwide. Read more [here](#).



- **Mazda Heroes Program:** MMA partnered with 44 dealers to recognize 50 pandemic frontline heroes for their selfless acts of community service during a volatile year. A natural extension of the ECC program for healthcare workers, Mazda Heroes selected honorees from a pool of more than 1,000 inspiring nominations. Each hero received their own MX-5 Miata 100th Anniversary Special Edition. Read more [here](#).
- **Celebrating Huntsville:** In January 2022, we helped our partner Mazda Toyota Manufacturing (MTM) celebrate the start of production of Mazda's new CX-50 on the Discovery Line. The celebration was a time to thank our dedicated team members who faced some unique and unprecedented challenges during the COVID-19 pandemic to bring this new vehicle to life. Read more [here](#).
- In 2021, MMA established **Mazda Japan Desk**, a group of team members who play a central role in assisting customers who have relocated from Japan, such as expatriates and their families, to aid in the car ownership experience in the United States. The kind of support offered by the Japan Desk varies according to customer needs, but the primary services include translation assistance, lease/loan plans for foreign professionals without a credit history in the United States, assistance with vehicle maintenance, and disposition of vehicles when they return to Japan.



A Japan Desk participating customer

## HODGES MAZDA REVS UP THE LOVE FOR LOCAL TEACHERS

Jacksonville, Florida-based Hodges Mazda went above and beyond to support and thank educators in their community. Wanting teachers to be able to focus on preparing their classrooms and curriculum last summer, the dealership removed the stress of vehicle maintenance by offering complimentary oil and oil filter changes, an enhanced car wash and cleaning service, and vehicle inspections for local teachers. The dealership also hosted a “Teacher of the Week” program, which awarded more than \$10,000 to teachers to purchase essential classroom supplies in preparation for the new school year.

## THE MAZDA FOUNDATION: FUNDING BRIGHT FUTURES

The Mazda Foundation (USA), Inc. connects Mazda and its employees to the communities in which they live and work and seeks to help our neighbors live healthy, joyful lives.

With contributions nearing \$15 million, the Mazda Foundation supports various programs and causes that positively impact our neighbors and their families, with the underlying philosophy that what matters most is each other. As community needs change, the Foundation adapts its giving to offer the most effective support.

The Mazda Foundation giving strategy currently focuses on three main objectives: food security, primary/secondary education, and postsecondary education. The Foundation has established several long-standing partnerships with food banks and other organizations to address food insecurity, allowing the Foundation to quickly deploy to help feed families throughout the pandemic.

In addition to the millions of dollars granted to address food insecurity, the Mazda Foundation currently has partnerships across several organizations to support the following causes:

- **STEM Education.** The Mazda Foundation supports STEM education starting in elementary school through a partnership with FUSE that brings project-based STEM learning to students in 10 underserved Southern California elementary schools. That support is carried through high school and post-high school education through the Foundation's partnership with the Robotics Education and Competition (REC) Foundation. The program is a classroom-based competition that asks students across the greater Huntsville, Alabama, area to design, build, and program a manufacturing work cell and provides them with the foundational skills needed for today's advanced manufacturing careers.



- **College Preparedness.** The Mazda Foundation helps first-generation and underserved students prepare to successfully apply, attend, and graduate with a postsecondary degree through partnerships with AVID and College Track L.A. AVID works to close the opportunity gap by preparing all students for college readiness and success in a global society, and the Foundation's support established AVID programming in four middle and high schools in Madison County, Alabama. College Track aims to equip students confronting systemic barriers to earn a bachelor's degree, and the Mazda Foundation's funding supports the organization's program centers in the Watts, Boyle Heights, and Crenshaw neighborhoods of Los Angeles.
- **Career Development/Training.** The Mazda Foundation supports career development and training for individuals from all walks of life and who face a variety of barriers to employment. Foundation funding supports the Bracken's Kitchen Culinary Training Program in Garden Grove, California, which teaches at-risk young adults the introductory skills needed for employment in a professional kitchen. Through a partnership with Vehicles for Change in Halethorpe, Maryland, the Foundation supports the Full Circle Auto Repair and Training program, which is designed to provide auto mechanic training to individuals facing multiple barriers to employment, including many who have recently been released from prison.

Through this work, the Mazda Foundation aims to fulfill the goals set forth for the organization at its inception, and to live up to the strong, underlying belief of MMA's leadership and the Mazda Foundation's Board of Trustees that every organization should give back to the communities of which it is a part.



“THE AWARDS WE’RE ANNOUNCING TODAY ADDRESS CHALLENGES THAT TOO MANY AMERICANS FACE. THOSE CHALLENGES RANGE FROM BASIC FOOD SECURITY TO EQUAL ACCESS TO THE BUILDING BLOCKS OF EDUCATION. EVERYONE NEEDS THESE FUNDAMENTALS IN ORDER TO THRIVE.”

– Jeff Guyton, Chairman, Mazda Foundation (USA)

# MANAGEMENT

We believe that good governance and a strong relationship of trust with our stakeholders are the keys to a robust business.



## ALIGNING OUR ESG GOVERNANCE

MMA's ESG vision and commitments align closely with those of the Mazda Motor Corporation. MMA is building its ESG governance structure to support and coordinate ESG efforts across all business units and with Mazda Motor Corporation's sustainability team as needed.

### FORMALIZING OUR COMMITMENTS

This past year, we began to formalize our focus and commitment to ESG through the establishment of an ESG council. Informed by our three-year ESG strategy, the council guides initiatives across the organization and works regularly and directly with ESG leadership at Mazda Motor Corporation. In the coming years, we look forward to expanding our ESG governance structure to support progress on our ESG strategy and partnering with Mazda Motor Corporation to further our collective goals.

Meanwhile, at the dealership level, we work with the Mazda National Dealer Advisory Council — a group of 12 dealer members from across the U.S. Through this unique relationship, we explore new ways to improve the sustainability of the dealer model.



“IMPLEMENTING MMA’S ESG ROADMAP IN COLLABORATION WITH MMA BUSINESS UNITS DEMONSTRATES THAT WE ARE ALL A PART OF OUR ESG PROCESS AND PROGRESS.”

– MMA employee

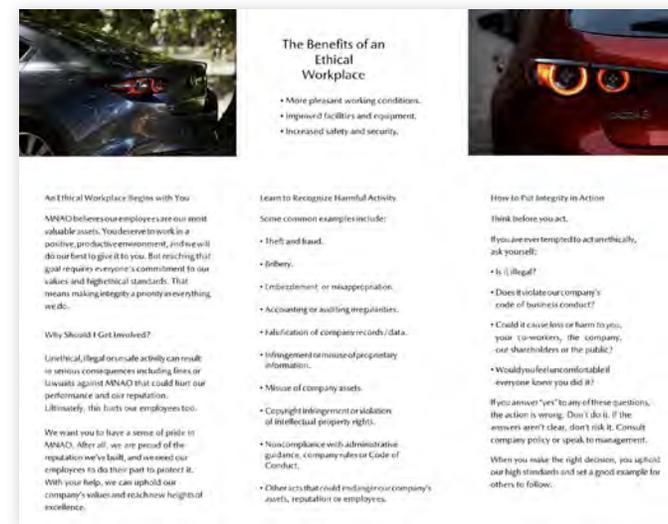
## UPHOLDING ETHICS AND COMPLIANCE

MMA seeks to operate in an ethical manner aligned with all regulatory and legal requirements.

### OUR POLICIES

Our policies are included in our Employee Handbook. Additionally, MMA has a comprehensive Compliance Program that is active throughout the year and annually requires, among other things, that all employees review and acknowledge the various policies in the Employee Handbook. These policies include, but are not limited to, a non-harassment, discrimination, and retaliation policy, an ethical standards and conflict of interest policy, and an antitrust compliance policy. In addition, MMA provides and administers various forms of legal and compliance training annually.

To this end, MMA holds all team members responsible for behaving in an ethical manner, certifying their understanding of company policies, and disclosing any potential conflicts of interest. MMA investigates and follows up on any alleged incidents of noncompliance with its policies. Substantiated violations can result in corrective or disciplinary action, including termination of employment for serious infractions.



MMA ethical workplace brochure.

## PROTECTING HUMAN RIGHTS

Through Mazda Motor Corporation, MMA is a member of the United Nations Global Compact and is committed to upholding the 10 principles. This includes the first two principles on supporting and respecting human rights and avoiding violations of human rights. We work to address the potential adverse impacts on human rights that could stem from company-related activities.

## FEEDBACK CHANNELS

MMA maintains several communication avenues for stakeholders to report concerns.

Employees and suppliers can anonymously report concerns via a 24/7 compliance hotline. All hotline reports are investigated, tracked, and reported to Mazda Motor Corporation. MMA also utilizes a corporate ladder reporting process in which team members can report concerns to any company manager, not just to their own.

We engage customers through our Customer Experience Center to hear their concerns. We also regularly engage with our dealers through regional offices, direct communication with MMA management, and through the National Dealer Council.

Engagement and feedback from our stakeholders are critical parts of the way we do business. In addition to the channels above, we engage with stakeholders directly as needed and leverage third-party tools to streamline and automate feedback collection.

**“INVITE EVERYONE TO HAVE A SEAT AT THE TABLE. EVERYONE HAS A VOICE AND SHOULD BE HEARD.”**

– MMA employee

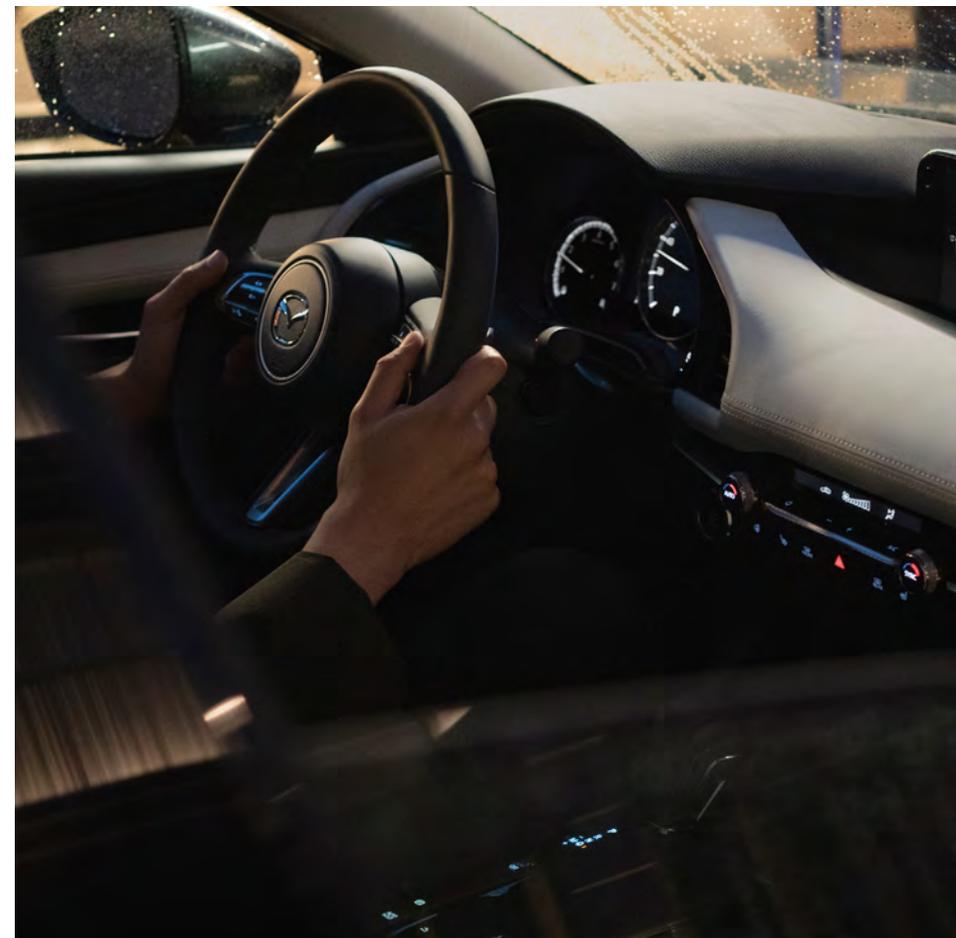
## PROTECTING PRIVACY AND KEEPING DATA SECURE

The high standards we bring to every aspect of MMA also guide us in protecting the data of all stakeholders, including customers and team members. Data security is a companywide priority.

### A HOLISTIC APPROACH

At MMA, we believe in data privacy and comply with all regulatory requirements for data privacy and security. Data privacy is rapidly evolving in the area we cover, and we continue to put in place processes to meet these changing regulatory requirements, such as the California Consumer Privacy Act and the California Privacy Rights Act, along with many others. Internally, our privacy policy spells out stringent requirements, while our security and privacy roadmaps drive ongoing enhancements.

MMA IT also partners with a cross-functional data governance team to support and manage our robust data privacy and security program. We use an information security system from an industry-leading vendor certified across multiple data and cybersecurity standards, including ISO 27001. In addition, we work with leading independent security and data privacy vendors to regularly assess our effectiveness. Other measures include encryption at rest within our customer relationship management system and maintenance of a comprehensive data map that spans our applications, interfaces, and endpoints. This is used to ensure we have an accurate and holistic view of data flow, use, and access across MMA and its partners.



Security and privacy are everyone's responsibility at MMA. All employees must undergo regular training in corporate data security practices, including exercises on maintaining security amid a shift to remote work. This includes phishing tests and penetration testing. Additionally, employees who handle data must complete annual data privacy training.

We hold all vendors and suppliers with access to our systems or data contractually responsible for complying with our security and privacy standards and require evidence of cyber insurance commensurate with their risk exposure. Formal legal agreements and standard security assessments help manage third-party risk, and we factor third parties into business continuity and disaster recovery audits.

Online, MMA's website uses cookies to personalize the user experience, better serve our customers, and continuously improve our content. In addition, MMA processes personal information only when there is a business need to do so. MMA's websites are continuously updated to ensure that they are in full compliance with applicable regulations. Read more about our data privacy and security policies here.



IN 2022, WE HAD NO SIGNIFICANT DATA BREACHES INVOLVING PERSONALLY IDENTIFIABLE INFORMATION.

## FORGING STRONGER LINKS IN OUR SUPPLY CHAIN

To deliver vehicles that brighten people's lives, MMA coordinates sourcing, shipping, and logistics from a large network of suppliers and vendors located around the globe.

We depend heavily on these partners to bring to life the vehicles that are delivered to our network of dealers. If they succeed, we succeed. That is why we treat each supplier as a partner, with relationships based on mutual trust and respect. Some of our relationships span more than 50 years — a testament to our belief in teamwork. Many of our supplier relationships were first begun at the global level by Mazda Motor Corporation in Japan.

Currently, MMA works with several hundred direct suppliers. Our suppliers support our vehicle parts procurement, parts procurement logistics, parts supply to production plants, and logistics for distributing Mazda vehicles to our dealers.

Our procurement and logistics teams work to procure the best possible products and services with maximum efficiency at optimal costs on tight timelines. Wherever possible, we procure locally to drive employment in our communities.

### A HIGHER STANDARD

MMA holds our suppliers to a high standard, with specific expectations incorporated into supplier contracts. For instance, most MMA parts suppliers must abide by Mazda Motor Corporation's Supplier Corporate Social Responsibility and Green Purchasing guidelines. Because MMA belongs to the Customs-Trade Partnership Against Terrorism (CTPAT), all Tier 1 suppliers must also be CTPAT certified or demonstrate that they meet the requirements for certification.



### RAPID RECALL RESPONSE

At MMA, we take recalls seriously. The Takata airbag recall affected 19 automakers and millions of vehicles and drivers, including the owners of seven Mazda models. Our team responded swiftly with proactive owner outreach, public awareness campaigns, expanded service hours, free towing, and much more.

A [designated Mazda website](#) features an educational video from the National Highway Traffic Safety Administration (NHTSA), along with FAQs and contact information to schedule service.

## ENSURING PRODUCT SAFETY AND QUALITY

At MMA, we follow Mazda Motor Corporation's lead in advancing mobility for all with safe, long-lasting vehicles that contribute to our goal of a crash-free automotive society. Mazda Motor Corporation's state-of-the-art testing facilities put vehicles through robust processes to assess and improve vehicle longevity and safety.

### RAISING THE BAR FOR VEHICLE SAFETY

Our product safety testing practices exceed government standards by incorporating the circumstances and data from real-world vehicle crashes. We use this data to inform our vehicle design and testing processes. All MMA vehicles are assessed for health and safety impacts and improvements.

In addition, MMA is an active member of the Alliance for Automotive Innovation and has endorsed its many safety initiatives, from crash avoidance to driver behavior.

MMA is also a member of the U.S. Department of Transportation/National Highway Traffic Safety Administration Partnership for Analytics Research in Traffic Safety (PARTS) to study the effectiveness of advanced driver assistance systems in reducing crashes. Through this program, MMA joins with other vehicle companies in the U.S. to voluntarily share safety-related data for collaborative safety analysis. The goal of this program is to gain real-world insights into the safety benefits and opportunities of emerging advanced driver assistance systems and automated driver systems.

## MAZDA VEHICLES EARN TOP SAFETY HONORS — AGAIN

For the third consecutive year, every Mazda vehicle tested by the Insurance Institute for Highway Safety (IIHS) in 2022 received the Institute's TOP SAFETY PICK+ Award — the highest award in safety. Additionally, Mazda's CX-5 led the industry as the first small SUV on the market to earn a "Good" rating on IIHS's new, tougher side impact test. Read more [here](#).

Mazda sets targets for all vehicles to achieve this IIHS honor as well as NHTSA's 5-star New Car Assessment Program ratings. MMA regularly engages with IIHS to develop test protocols that effectively reduce crashes, injuries, and fatalities.



# TRANSPARENCY

## GRI CONTENT INDEX

## MAZDA MOTOR OF AMERICA

**Statement of use** Mazda Motor of America (MMA) has reported the information cited in this GRI content index for the period April 1, 2021, to March 31, 2022, with reference to the GRI Standards.

**GRI 1 used** GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION / RESPONSE
GRI 2: General Disclosures 2021	2-1 Organizational details	<a href="#">About This Report</a> (pg. 6)
	2-2 Entities included in the organization's sustainability reporting	<a href="#">About This Report</a> (pg. 6)
	2-3 Reporting period, frequency, and contact point	<a href="#">About This Report</a> (pg. 6)
	2-6 Activities, value chain, and other business relationships	<a href="#">Company Profile</a> (pg. 7)
	2-7 Employees	<a href="#">Performance Table</a> (pg. 46)
	2-13 Delegation of responsibility for managing impacts	<a href="#">Aligning ESG Governance</a> (pg. 34)
	2-22 Statement on sustainable development strategy	<a href="#">Leadership Message</a> (pg. 4)
	2-23 Policy commitments	<a href="#">Upholding Ethics and Compliance</a> (pg. 35) MMA policies are internal and confidential, except for our <a href="#">Privacy Policy</a> . Mazda Motor Corporation policies are <a href="#">publicly available</a> .
	2-24 Embedding policy commitments	<a href="#">Upholding Ethics and Compliance</a> (pg. 35)
2-25 Processes to remediate negative impacts	<a href="#">Upholding Ethics and Compliance</a> (pg. 35)	

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GRI STANDARD	DISCLOSURE	LOCATION / RESPONSE
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	<a href="#">Upholding Ethics and Compliance</a> (pg. 35)
	2-28 Membership associations	Japan Automobile Manufacturers Association (JAMA) Alliance for Automotive Innovation Autos Drive America United States Capitol Historical Society U.S. Chamber of Commerce California Chamber of Commerce Huntsville Chamber of Commerce American International Auto Dealers Association (AIADA) National Auto Dealers Association (NADA) Global Business Alliance Society of Automotive Engineers (SAE) Automotive Coalition for Traffic Safety (ACTS)
	2-29 Approach to stakeholder engagement	<a href="#">Our Approach and Strategy</a> (pg. 10)
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	<a href="#">Managing Our Operational Impact</a> (pg. 13)
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	<a href="#">Managing Our Operational Impact</a> (pg. 13)
	306-2 Management of significant waste-related impacts	<a href="#">Managing Our Operational Impact</a> (pg. 13)

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**GRI 1 used** GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION / RESPONSE
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	<a href="#">Performance Table</a> (pg. 46)
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">Our People Drive Our Success</a> (pg. 17)
	401-3 Parental leave	<a href="#">Performance Table</a> (pg. 46)
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	<a href="#">Protecting Our People</a> (pg. 25)
	403-2 Hazard identification, risk assessment, and incident investigation	<a href="#">Protecting Our People</a> (pg. 25)
	403-3 Occupational health services	<a href="#">Protecting Our People</a> (pg. 25)
	403-4 Worker participation, consultation, and communication on occupational health and safety	<a href="#">Protecting Our People</a> (pg. 25)
	403-5 Worker training on occupational health and safety	<a href="#">Protecting Our People</a> (pg. 25)
	403-6 Promotion of worker health	<a href="#">Our People Drive Our Success</a> (pg. 17)
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">Protecting Our People</a> (pg. 25)
	403-8 Workers covered by an occupational health and safety management system	<a href="#">Protecting Our People</a> (pg. 25)
	403-9 Work-related injuries	<a href="#">Protecting Our People</a> (pg. 25) <a href="#">Performance Table</a> (pg. 46)

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**GRI 1 used** GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION / RESPONSE
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	<a href="#">Our People Drive Our Success</a> (pg. 17)
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	<a href="#">Our People Drive Our Success</a> (pg. 17)
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	<a href="#">Ensuring Product Safety and Quality</a> (pg. 40)
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	<a href="#">Protecting Privacy and Keeping Data Secure</a> (pg. 37)

## MMA PERFORMANCE DATA TABLES: WORKFORCE

METRIC	FY2022: APRIL 1, 2021 – MARCH 31, 2022
<b>WORKFORCE</b>	
Total employees <sup>1</sup>	908
Regular	797
Fixed Term (ISE) <sup>2</sup>	111
<b>TURNOVER (U.S. ONLY)</b>	
Turnover, United States (%)	9%
<b>Turnover by gender</b>	
Turnover, women (%)	3%
Turnover, men (%)	6%
<b>Turnover by age group</b>	
Turnover, <30 (%)	2%
Turnover, 30-50 (%)	5%
Turnover, 50+ (%)	2%
<b>WORKFORCE BY REGION</b>	
United States	797
ISEs	111

METRIC	FY2022: APRIL 1, 2021 – MARCH 31, 2022
<b>WORKFORCE BY GENDER (U.S. ONLY)</b>	
Female	33.1%
Male	67.8%
Not disclosed	0.3%
% gender diversity	32%
<b>WORKFORCE BY ETHNICITY (U.S. ONLY)</b>	
White	59.2%
Black or African American	5.0%
Asian	21.1%
Hispanic or Latino	11.2%
Native Hawaiian or Other Pacific Islander	0.4%
American Indian or Alaska Native	0.3%
Two or More Races	2.8%
Not Disclosed	1.3%
People from underrepresented groups in workforce (%)	41%
<b>WORKFORCE BY AGE (U.S. ONLY)</b>	
<30	9.4%
30-50	53.1%
50+	37.5%

<sup>1</sup> This data includes only those directly employed by MMA. It does not include employees from any affiliate entities.

<sup>2</sup> ISEs are Mazda Motor Corporation employees who come work for MMA for a limited period of time.

METRIC	FY2022: APRIL 1, 2021 – MARCH 31, 2022
<b>MANAGEMENT (U.S. ONLY)</b>	
Number of company executives	9
Number of women executives	1
Number of executives from underrepresented groups	2
Women directors and above (%)	27%
Women VP level and above (%)	11%
Women managers and above (%)	27%
Members of underrepresented groups U.S. only - VP level and above (%)	22%
<b>EMPLOYEE DEVELOPMENT</b>	
Full-time employees with access to benefits (%)	100%
<b>TALENT MANAGEMENT</b>	
Total number and rate of new employee hires during the reporting period, by age group, gender, and region	
<i>By age group:</i>	
<30	23
30-50	46
50+	6
<i>By gender</i>	
Women	20
Men	55
Not specified	0

METRIC	FY2022: APRIL 1, 2021 – MARCH 31, 2022
<b>TALENT MANAGEMENT</b>	
Return to work and retention rates of employees who took parental leave	
<i>By gender</i>	
Women	81%
Men	94%

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