

Mitsubishi Electric Europe B.V.

GENDER EQUALITY PLAN

(MEU)

Mitsubishi Electric Europe B.V. (MEU) is committed to creating an inclusive, equitable and respectful workplace across all our European operations. This Gender Equality Plan (GEP) sets out our approach to advancing gender equality, aligned with:

- **MELCO's Corporate Human Capital Group (CHG) Policy and Strategy (FY2026)**
- **Horizon Europe GEP requirements**
- **Relevant EU directives**, including:
 - Work-Life Balance Directive (EU) 2019/1158
 - Parental Leave Directive 2010/18/EU
 - Working Time Directive 2003/88/EC
 - Corporate Sustainability Reporting Directive (EU) 2022/2464
 - Pay Transparency Directive (EU) 2023/970

This plan applies to all MEU branches across Europe and complements our existing policies, including the **Balanced Working Policy**, **Equal Opportunities Policy**, **Digital Recruitment Policy**, **Anti-Harassment & Bullying Policy**, and **MOVE ME Mobility Policy**.

Our Commitment

We aim to:

- Create a culture where everyone feels valued, respected and able to grow.
- Ensure fair and transparent processes in recruitment, pay, and progression.
- Promote work-life balance and wellbeing.
- Prevent and address harassment and discrimination.

- Increase gender representation in leadership roles and on our Board.

Governance and Resources

- **Global Framework:** Mitsubishi Electric Corporation sets the CHG Policy and Strategy each FY, which includes organisational culture, inclusivity and wellbeing.
- **Regional Delivery:** MEU Corporate HR leads implementation across Europe, supported by:
 - **Inclusivity Committee** – oversees strategy and progress.
 - **Local Inclusivity Champions** – drive branch-level action plans.
- **Dedicated Resources:** HR and Sustainability teams, with allocated time and budget for diversity initiatives.

Key Actions and Focus Areas

1. Publication and Transparency

- This GEP will be published on our website and intranet.
- Annual progress updates will be shared internally and summarised in sustainability disclosures.

2. Data Collection and Monitoring

- Gender Pay Gap and Equality reporting where required under member state law.
- Workforce representation by gender (overall, management, technical roles).
- Recruitment and promotion data, training completion, engagement survey results/action plans.
- Confidential monitoring of harassment and grievance cases.
- Subject to the provisions of Data Protection and Data Privacy laws at a Union and member state level.

3. Training and Awareness

- Mandatory training for all employees:

- Inclusivity & Cultural Awareness
- Unconscious Bias
- Anti-Harassment & Bullying
- Sexual Harassment Awareness
- Manager training on inclusive leadership and fair decision-making.
- Recruiter training on bias mitigation and compliance with GDPR and AI regulations.

4. Work-Life Balance and Organisational Culture

- Balanced Working Policy supports flexible, hybrid and part-time arrangements.
- Wellbeing programmes and initiatives across all branches.
- Inclusivity Champions network to promote inclusive culture and engagement.

5. Gender Balance in Leadership

- Structured recruitment processes and diverse candidate slates.
- Succession planning, mentoring and leadership development programmes.
- MOVE ME Mobility Policy to ensure equitable access to international assignments.

6. Measures Against Gender-Based Violence and Harassment

- Policies: Anti-Harassment & Bullying, Dignity at Work, Code of Conduct.
- Confidential reporting channels and zero tolerance for retaliation.
- Prompt, impartial investigations and mandatory awareness training.

Targets and Timelines

- **Management Representation:** Increase women in management from 23.08% (March 2025) by +7 percentage points by March 2028.

- **Board Representation:** Achieve at least 30% women on the Board by 2032 (with interim milestones).
- **Gender Pay Gap:** Continually reduce gender pay gaps in line with member state requirements and branch situations in each state.
- **Training:** 100% completion of mandatory inclusivity and harassment training at each branch on an annual basis, from April 2026.
- **Inclusion Index:** Establish index based on engagement survey results and other sources of employee inclusivity data; drive a long-term trend of improvement in the index.

Review and Accountability

- **Executive Sponsor:** President & CEO, MEU
- **Accountable Executive:** General Manager, HR & GA
- **Owners:** Senior Manager, HR; Project Manager, HR; Assistant Manager, HR (EMEA Regional HR & MEU-Corp); Branch HR leaders in each member state.
- **Review Cycle:** Annual review in Q1; full refresh every three years or as required.

Supporting Policies

- Equal Opportunities Policy
- Balanced Working Policy
- Digital Recruitment Policy
- Anti-Harassment & Bullying Policy
- MOVE ME Mobility Policy
- Gender Pay Gap Reports
- Inclusivity Statement