



# 2025

SUSTAINABILITY REPORT

FY159

NOVEMBER 2025





## LAND ACKNOWLEDGMENT

Mazda in Canada's offices, distribution centres, and retail stores are situated on the traditional territories of First Nation, Inuit and Métis peoples across Canada.

We are thankful that we are able to live, work and play on these lands.

Mazda in Canada is committed to continuously learning, encouraging truth and reconciliation, and supporting marginalized communities.







## TABLE OF CONTENTS

## 01

## INTRO

A Message from the CEO .....	06
About this Report .....	08
About Mazda Canada .....	08
Mazda Canada at a Glance .....	08
Our Mission .....	08
Our Approach .....	08
Recent Achievements .....	09
Ethics and Governance .....	09

## 02

## PEOPLE

Supporting Flexibility .....	11
Care for Employee Health .....	12
Sustaining Our Diversity, Equity & Inclusion (DE&I) Efforts .....	14
Training, Development and Recognition .....	15
Fostering Strong Employee Engagement .....	16

## 03

## SOCIETY

Partnerships for the Next Generation .....	18
Giving Back, Together .....	20
Expanding Our Reach: Mazda Legends Program .....	20

## 04

## EARTH

Encouraging Care for the Earth .....	23
Improving Our Operations .....	23
Designing with Well-Being in Mind .....	24

Some vehicles shown may be models from other jurisdictions. Canadian models and specifications may vary.



01

INTRO







## A MESSAGE FROM THE CEO

Drive almost anywhere in Canada and eventually you'll reach a point where the road stretches toward the horizon – that spot where the Earth meets the sky. Horizons inspire us because they mark the line between what we can see now and what we imagine lies beyond.

At Mazda Canada, we imagine the horizon in front of us leading to a brighter and more sustainable future, where every living thing can thrive.

Now in our third year of reporting on our sustainability progress, we've reached an exciting point in our journey. It's a moment to pause, look back on the road taken so far, and carry forward the lessons learned to keep moving successfully towards our goals.

For us, well-being has always been more than a destination. It's a principle that guides us - for people, for the planet, and for society as a whole. You can see this commitment reflected in our design philosophy and in the way we innovate. To us, driving isn't just about transportation; it's about joy, connection, and enriching life itself. Through our sustainability journey, we're working to ensure that joy can be shared for generations to come.



True sustainability begins and ends with care: for our employees, our retailers, our communities, and the planet we all share. Throughout FY159 (April 2024 to March 2025) we can proudly say that our culture of care had a positive impact on the wellness of our people, society and earth.

This report brings to life how Mazda Canada is sustaining our progress, always with well-being at the forefront. We took deliberate actions to keep moving forward, from innovative employee wellness programs to impactful community partnerships and advancements in sustainable automotive technology. Through every initiative, we are fostering a culture of balance, belonging and hopefulness that we know can have a measurable impact on the people and places around us.

Well-being fosters hope, and that's what our sustainability journey is all about.

“ The horizon will always stay just ahead, shifting as we move forward. But with every milestone, we'll reflect on how far we've come – and keep imagining what's possible beyond the next horizon.



AMY FLEMING | President & CEO, Mazda Canada

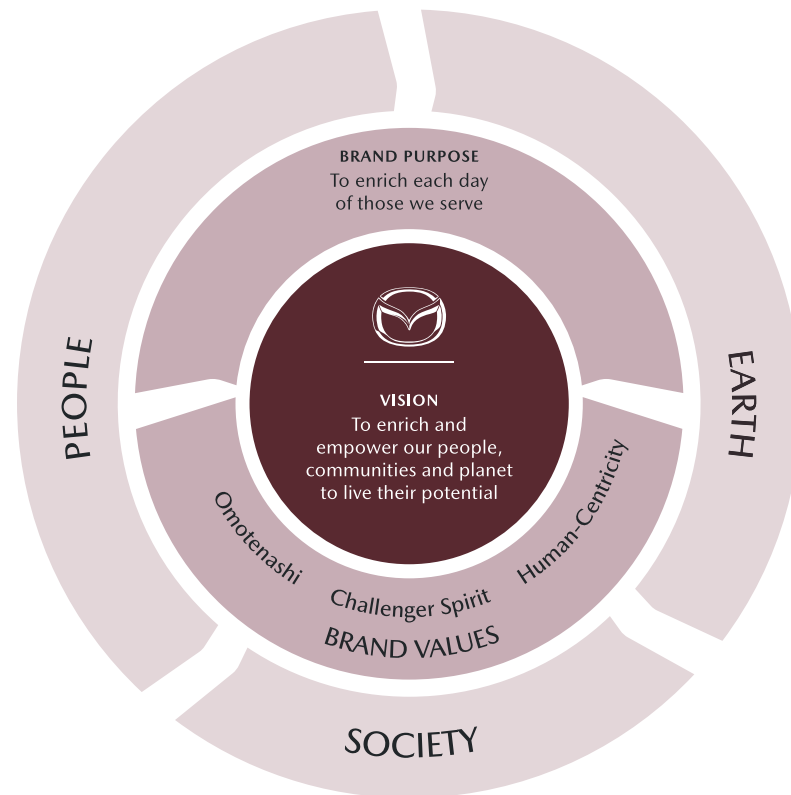


## ABOUT THIS REPORT

This is the third annual sustainability report for Mazda Canada. It details our objectives and progress across environmental sustainability, social responsibility, and governance performance. Unless otherwise stated, it covers the period from April 2024 to March 2025.

## ABOUT MAZDA CANADA

Mazda Canada Inc. is responsible for the sales and marketing, customer service and parts support of Mazda vehicles in Canada. Headquartered in Richmond Hill, Ontario, Mazda Canada has a nationwide network of 163 dealerships.



## MAZDA CANADA AT A GLANCE



**Established in Canada:** 1968



**Parent company:** Mazda Motor Corporation (Hiroshima, Japan)



**Full-time employees in Canada:** 175



**Major Canadian locations:** Richmond Hill ON, Langley BC, Pointe-Claire QC, Whitby ON (Parts Distribution Centre)

## OUR MISSION

To become the one-and-only brand for enthusiastic fans, whose loyalty is built through lasting emotional connections to our products and people.

## OUR APPROACH

Mazda Canada has established our sustainability framework that aligns with Mazda Motor Corporation's material issues. Mazda Motor Corporation conducted a material analysis to determine which social and environmental issues are of the highest priority to its stakeholders, including external experts and opinions.

**PEOPLE** Embedding a diverse, equitable and inclusive foundation to our workplace

**EARTH** To deliver a sustainable future in which people and vehicles can co-exist with a healthy planet

**SOCIETY** Supporting and inspiring the future generation to unleash their full potential



## RECENT ACHIEVEMENTS



Insurance Institute for Highway  
Safety (IIHS) Awards (x8)



Greater Toronto Area Top Employer 2024  
(10 years in a row)



Automobile Journalists Association of Canada (AJAC)  
12 Best Vehicles in Canada and Best Technical  
Innovation at the 2025 AJAC Innovation Awards



Canadian Automobile Dealers Association (CADA)  
Award (x6 years in a row)



## Ethics and Governance

### PROTECTING PRIVACY AND KEEPING DATA SECURE

The high standards we bring to every aspect of Mazda Canada also guide us in protecting the data of all stakeholders, including customers and our employees. Data privacy is rapidly evolving in Canada, and we continue to put in place processes to meet these changing regulatory requirements, including but not limited to Canada's Anti-Spam Legislation (CASL), the Personal Information Protection and Electronic Documents Act (PIPEDA), and Quebec's new privacy legislation, the Act respecting the protection of personal information in the private sector.

### IMPROVING OUR APPROACH TO OUR SUPPLY CHAIN

Mazda Canada is fully committed to eradicating modern slavery and human trafficking in our supply chains or in any part of our business. This is not a cost, value, PR or business issue, but rather – a promise to be the best corporate citizens and decent human beings we can, should, and must be.

In FY159, we launched our Data Privacy training for both leaders and employees and Modern Slavery and Human Trafficking training, with both attaining 100% completion. We also updated our Corporate Social Responsibility guidelines in May 2024, which are now known as Mazda Supplier Sustainability guidelines.



02

PEOPLE





Our people are always in the driver's seat. Any achievement we have as an organization happens because of the individuals and teams that make it possible.

We also recognize that physical, mental and emotional health supports a more sustainable economy and society. It's why our goal to co-create a brighter and more sustainable future begins with supporting our employees through wellness, flexibility and inclusivity.

By prioritizing the well-being of our people, we're empowering our employees to lead healthier, more balanced lives. Building on the success of the past several years, in FY159 we focused our efforts on work-life balance, cultivating connections between people and nature and continuing to build a sense of true belonging at work. We want Mazda Canada to be a place where everyone feels comfortable and recognized, sees a meaningful path towards growth, and shares a sense of purpose. That's what allows people and the world around us to live well.

## SUPPORTING FLEXIBILITY

Where and how we work has an impact on our overall well-being. A strong employee experience needs to extend well beyond the boundaries of a traditional office environment. With that in mind, in FY159, we continued hybrid work arrangements through our Mazda Flexible Workplace Program. This program allows employees to primarily work remotely, while maintaining the flexibility to come into the office when collaboration and in-person connection are needed. To further support this model, employees received a \$500 stipend to enhance their home office setup, ensuring their workspace is both comfortable and productive.

In the past year we took this idea even further by introducing the Work from Anywhere program, which gives employees the freedom to work remotely for one full week each year away from the home office to balance personal priorities such as care for loved ones, travel and other life events. This step was a direct result of employee feedback gathered during an employee Town Hall session, underscoring our commitment to actively listen to and act upon employee suggestions, reinforcing a culture of collaboration and mutual respect.

“ With so many things happening in the world right now, I think personal and professional stresses are at an all-time high for most people. Mazda's continued support of initiatives that allow for employees the flexibility to both complete their work and their personal obligations eases the mental burden for many, knowing that they have that support in place.

MAZDA CANADA EMPLOYEE

## CARE FOR EMPLOYEE HEALTH

Creating a more sustainable planet depends on nurturing people to bring their best selves to work and to the world around them. This requires taking a holistic approach to health and wellness that spans multiple dimensions, but also ensuring employees have a voice in how that approach comes to life.

In June 2024, we launched our Wellness Program by introducing our employees to a “Wellness Wheel” that showcases all the areas where they can get involved. These include financial, nutritional, social, physical and mental wellness.



Financial  
education &  
well-being



Nutrition  
education &  
healthy eating



Group exercise  
& physical  
activities



Social activities  
to build strong  
connections



Mindfulness &  
mental health

Throughout the year, our employees vote via e-mail and by filling out a shared spreadsheet to indicate their preferred activities. This informs events we plan and run throughout the year, from puppy yoga to nutritional workshops led by a Mazda employee on how to better support holistic wellness.





In FY159, we also took steps to make health care more accessible. This included making mental health support more affordable by expanding coverage from \$1,500 to \$2,000 a year (including coverage for health practitioners and wellness activities). In addition, we complemented our flexibility policies for employees and their families by launching Dialogue, which offers telemedicine services on a 24/7 basis.

" We are all human, not machines. We strive to have a higher purpose and to do so, we need to nurture employee well-being so that everyone is motivated and working at their best.

MAZDA CANADA EMPLOYEE

## CONNECTING EMPLOYEES TO THE JAPANESE ART OF FOREST BATHING

During Canadian Mental Health Week, 35 members of the Mazda Canada team took part in a guided forest bathing experience - a practice rooted in our Japanese heritage known as shinrin-yoku. Led by certified nature and forest therapy guide Beth Foster, the session invited us to slow down, connect with nature, and embrace the present moment. This intentional immersion in the natural environment offered a refreshing opportunity for reflection and well-being, reinforcing the deep link between Mazda's Japanese origins and our holistic approach to caring for people.



" Forest bathing was a first for me. It allowed me to feel gratitude for nature and everything it does for us. It was a peaceful and calming experience that I have done on my own since.

MAZDA CANADA EMPLOYEE



## SUSTAINING OUR DIVERSITY, EQUITY & INCLUSION EFFORTS

We believe that true well-being starts with belonging. By fostering an inclusive culture where employees from all backgrounds feel seen, heard, and valued, we create the conditions for people to thrive. Initiatives that strengthen representation, open equitable opportunities, and encourage ongoing learning directly nurture this sense of well-being and connection. This is why we make efforts to measure how we're progressing on this front. In our 2024 Global Employee Survey, we asked questions about whether our team members feel valued, and whether diversity is treated with the importance it should. Several of these responses had scores above 80%, but we're not stopping there.

In October 2024, for instance, we added optional pronoun selections for both employee and retailer employee name tags. This complemented our Inclusion and Pronoun Learning Path education efforts that were previously assigned to all employees. (We also assigned LinkedIn Learning Paths on topics such as mental health and neurodiversity awareness).

As part of our ongoing efforts to build a more diverse and inclusive workplace, we've strengthened recruitment practices to reach a wider range of candidates. For example, our partnership with Equitek Employment Solutions helps ensure job postings reach marginalized communities, while our work with the Canadian Centre for Diversity and Inclusion (CCDI) strengthens equity across the workplace. In 2024, we welcomed five summer students through two of our community partners Pathways to Education and the Pinball Clemons Foundation, aligned with our goal of creating meaningful opportunities for the next generation.

In addition, we took time to recognize six tentpole moments in 2024: Black History Month, International Women's Day, Asian Heritage Month, Mental Health Week, Pride Month, and National Day for Truth and Reconciliation. These commemorations offered us a powerful way to build DE&I awareness with educational resources, employee resources, guest speakers, and encouraging meaningful discussions.

We also added two additional tentpole moments based on employee feedback that was gathered in our second Diversity, Equity & Inclusion (DE&I) survey and LinkedIn Learning Paths. These include Lunar New Year and our first neurodiversity awareness learning paths through LinkedIn Learning to complement Neurodiversity Celebration Week in March.





Finally, a true commitment to DE&I means demonstrating leadership both internally and externally. That's why Mazda Canada was a proud sponsor of the 3<sup>rd</sup> annual Empowering Auto Conference in October 2024, which highlighted women in automotive and expanding awareness of the industry to help reach diverse top talent.

Mazda Canada had 30 employees, including students, attend the event and over 100 students visited our Mazda booth. Mazda Canada's then Chief Operating Officer, Amy Fleming, was also a panelist at the Empowering Auto "Your Greatness Playbook" event in February 2025.

“ Our investment in employee development and growth fosters a workplace where individuals feel empowered, supported and inspired to reach their full potential.

AMY FLEMING | President & CEO, Mazda Canada



## TRAINING, DEVELOPMENT AND RECOGNITION

Learning opportunities are more than a perk. We see them as a foundational investment in our people's growth and satisfaction, and in turn, their well-being.

We learn by listening, and employee feedback continues to shape our actions. One clear insight was the strong connection employees see between learning and well-being, with particular emphasis on the importance of mental health in the workplace. In response, we developed tailored Mental Health Learning Paths for both leaders and employees, offered through LinkedIn Learning between April and June 2024.

This was on top of the more than 21,000 LinkedIn Learning courses we offer to our team, which includes curated paths for professional growth and DE&I topics. Many of these courses have received 98% to 100% completion rates among both employees and leadership.

Training and development are always-on activities at Mazda Canada, especially in how we actively coach employees in their day-to-day growth. This is a core part of our refreshed Mazda Leadership program, designed to empower our leaders with the skills and knowledge needed to inspire, motivate, and effectively lead their teams. By focusing on key leadership principles, such as coaching and recognition, the program helps leaders build stronger relationships with their teams, enhance team engagement and foster a positive and supportive work environment. Strong leadership is built on meaningful connections, which is why in FY159, a key area of focus was having effective one-to-one meetings with team members.



The value of training and development is amplified when employees' efforts are recognized and celebrated across the organization. Our Mazda KANSHA platform helps make this possible, with employees sharing nearly 5,700 recognitions in 2024 and approximately 2,515 more in the first half of 2025. Since its launch in 2021, the platform has facilitated over 25,000 recognitions - demonstrating the strength of a culture built on appreciation.

## FOSTERING STRONG EMPLOYEE ENGAGEMENT

The success of our initiatives is reflected in our overall employee engagement score, as measured through our **2024 Global Employee Survey for FY159**, when it held a strong and steady rate of 90% favourable.

"I would recommend my company as a great place to work"



"I am very confident in the future success of my company."





03

SOCIETY





We are committed to supporting our communities and recognize that the well-being of young people today will shape not only their own futures, but also those of generations to come.

This commitment underpins our efforts to advance education and youth empowerment. Our objective is to provide young people - particularly those from underserved backgrounds – with knowledge, skills, and tools that benefit them personally while also enabling them to give back in meaningful, lasting ways.

These opportunities build self-confidence, improve career prospects, and foster financial independence. They also help create stronger, more resilient communities for the future.

With the involvement of every Mazda Canada employee and our retail partners, we share a common purpose that sustains both individual growth and community well-being - nurturing hope, direction, and a sense of belonging for years to come.

## PARTNERSHIPS FOR THE NEXT GENERATION

In FY159, we continued to build on the significant long-term partnerships with two youth education-focused non-profit organizations that we established in 2024. **Pathways to Education** has a strong track record in supporting youth in low-income



communities so they can graduate high school, while **Indspire** assists First Nations, Inuit, and Métis people to realize their full potential, including taking post-secondary education.

We strengthened our partnership with these organizations by investing \$420,000 over three years to further their success. We also sponsored the 2024 Indspire Awards, which recognizes and celebrates the achievements of Indigenous individuals in fields like arts, education, business, community leadership, and health. At Indspire's "Feast in the Forest" fundraising gala, we contributed to the total \$1 million raised to support Indigenous education. This complemented the fundraising and donation drives Mazda Canada



employees have done for Pathways to Education and Indspire through our charity committee. These include the MCI Charity Carnival BBQ, where our team raised \$6,000 for Pathways to Education's summer programming for students.

Elsewhere, we stayed connected to youth by participating in back-to-school campaigns, career fairs, and graduation ceremonies.

We know that equitable access to education, support, and opportunities play an important role in individual and societal well-being, now and in the future.

By nurturing diverse talent and empowering young people through mentorship opportunities, we know we can have a meaningful impact on financial and emotional well-being, especially in underrepresented communities.



“ One of my fondest experiences was volunteering my time at the Pathways to Education Career Fair. I was able to meet and connect with so many young people who were just beginning their career search and share with them my journey in the automotive industry. I was amazed by the drive and gumption of these students, and I am proud to be part of a company who supports the education of our younger generations who come from underserved communities.

MAZDA CANADA EMPLOYEE



## GIVING BACK, TOGETHER

Caring for the community permeates Mazda Canada's culture, where employees across the company get directly involved in volunteer opportunities. Over the past year we organized donation drives, for example, filling backpacks with school supplies for students in need. We also donated food to support those experiencing food insecurity during the holiday season.

Our team also participated in the annual Sporting Life 10K run in support of Campfire Circle, a charity dedicated to helping children affected by cancer or serious illness, along with their families. 36 Mazda employees as well as family and friends raised \$2,888, which Mazda matched for a total of \$5,776 in contributions. This is on top of supporting other charitable causes like the SickKids Volleyball Tournament.

## EXPANDING OUR REACH: MAZDA LEGENDS PROGRAM

Our commitment to fostering a brighter future through the power of community goes beyond our employees and includes our retailer partners, who engage through our Mazda Legends program.

With a focus on recognizing everyday heroes, the program appoints Mazda Retailers as the decision-makers of their community's donation, ensuring the funds go to a respected "local legend." This has amounted to more than \$3.5 million in donations since the program launched in 2021.

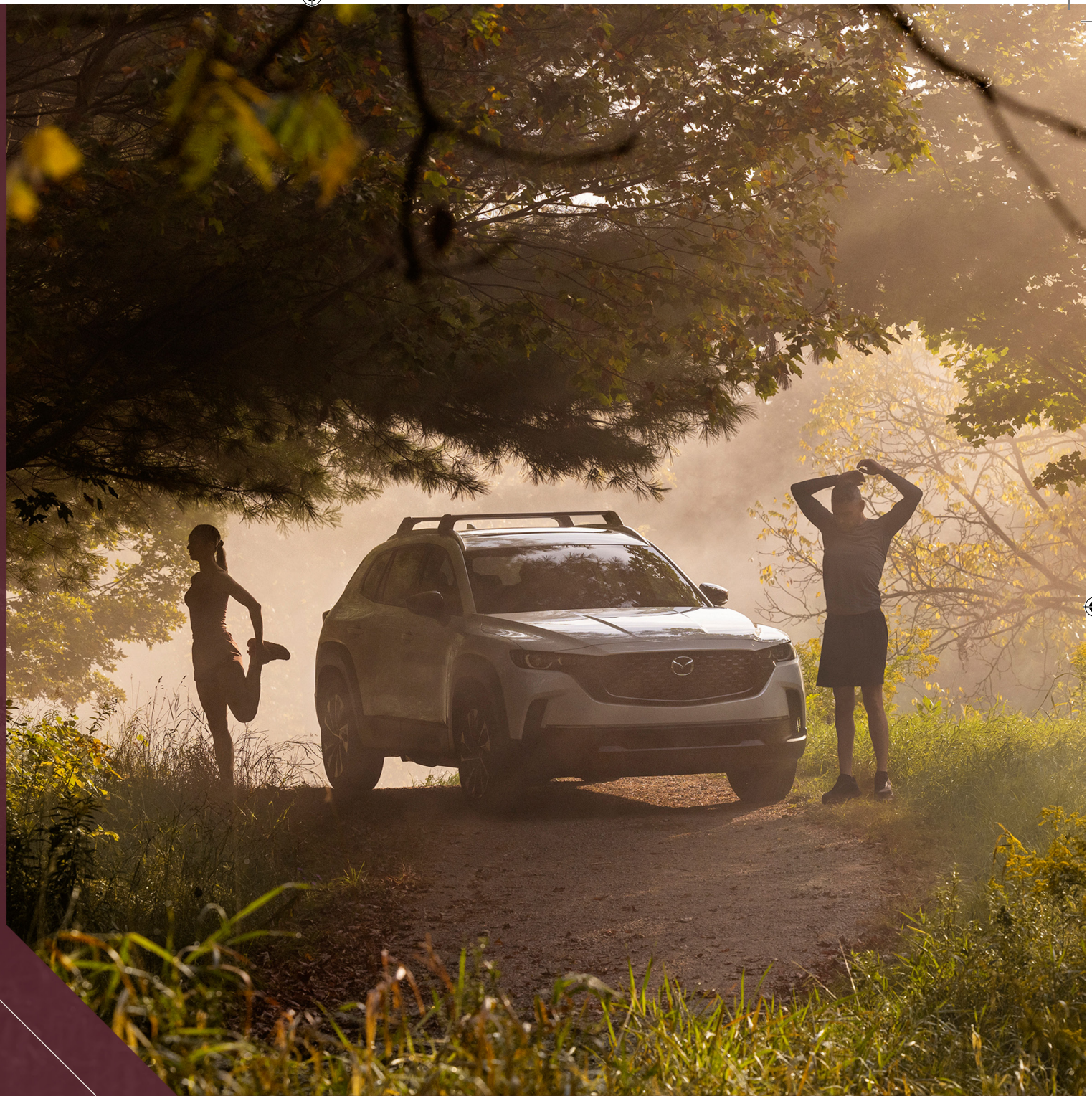
In FY159, Mazda retailers continued to select legends who contribute to causes in youth well-being and development, support vulnerable populations and help end hunger and economic hardship.





04

EARTH





At the heart of our mission lies a dedication to driving toward a sustainable future where people and vehicles not only coexist but thrive in harmony with a healthy planet.

We understand that the well being of our communities is inseparable from the health of our environment. This includes having cleaner air, reduced carbon emissions and resilient ecosystems. These aren't just lofty goals, but the foundation upon which healthier lives and stronger societies are built.

That's why, while we're developing innovative solutions that pave the way toward carbon light transportation, we're also committing to making our Canadian operations models of environmental stewardship.

From powering production with cleaner energy to adopting circular economy practices, our work is rooted in the belief that the journey toward mobility and the journey toward planetary health are one and the same.





## ENCOURAGING CARE FOR THE EARTH

Since 1970, Earth Day has represented a way for people around the world to demonstrate their support for environmental protection and sustainable practices. It's a time to learn more about tactics to conserve energy, reduce waste and promote recycling.

In 2024, Mazda Canada employees decided to take a hands-on approach to Earth Day, rolling up their sleeves and participating in cleanup efforts in the areas around our offices in Richmond Hill, Montreal and Vancouver. Whether they were picking up trash or caring for local vegetation, our volunteers showed Earth Day is not just about increasing awareness about sustainability but taking direct action.

“Prioritizing well-being is key to long-term sustainability. When people are healthy and resilient, they make better decisions, contribute more effectively to their communities, and reduce pressure on social and environmental systems. By helping individuals thrive, we create stronger foundations for a sustainable future, socially, economically, and environmentally.

MAZDA CANADA EMPLOYEE

## IMPROVING OUR OPERATIONS

The way businesses run can have a huge impact on key areas of environmental sustainability. We're making changes in several areas at once:

### Eco-friendly workplace practices

At Mazda Canada, our pursuit of greater productivity is balanced by a strong commitment to reducing waste and improving energy efficiency. In 2024, we achieved an 8.6% year-over-year reduction in waste generation, continuing a consistent downward trend that began in 2018.

This progress reflects our focus on continuous improvement and environmental responsibility. Electricity consumption has also continued to decline, reinforcing our long-term dedication to operating more sustainably.



### Electrifying our fleet

Although gasoline consumption for company vehicles has increased slightly year over year (5.6%), we see an opportunity to pursue electrification to reduce direct CO<sub>2</sub> emissions and improve air quality. This means continuing our efforts to increase our fleet of hybrid, plug-in hybrid and electric vehicles.



### Sustainable design

As a global leader in automotive manufacturing, Mazda has demonstrated that eco-conscious innovation and exhilarating performance go hand-in-hand. This thinking came to life most recently with the launch of the Mazda CX-50 hybrid, a vehicle that contributes to a greener driving experience through reduced fuel consumption and emissions.

## DESIGNING WITH WELL-BEING IN MIND

Mazda's approach to design is rooted in its Japanese heritage and a distinct philosophy that sees the driver and car working together in harmony.

"In feudal Japan, the ultimate expression of military capability was to use a longbow while you rode a horse, so you needed precise control of the horse," explains Andrew Bardwell, National Manager, Brand Value Delivery.

That concept of Jinba Ittai (horse and rider as one) means Mazda strives to create cars that move in perfect sync with the humans inside them. That delivers performance, but also strives to support the physical, mental and emotional well-being of every Mazda driver and passenger.

"At the heart of it is how do we build the best vehicle possible for what the customer actually needs, not what they think they want," Andrew says. "How do we make something that is beautiful to drive and meets the needs of most people?"





This clarity of purpose shapes every decision, from engineering to aesthetics, and extends far beyond the driver's seat. It's inseparable from our sustainability vision.

#### A holistic point of view, centred on humans

Human-centric design begins with human hands. Every new model starts as a clay sculpture, shaped slowly and deliberately. This tactile process reveals subtleties that digital modeling can miss. "It's slower than computer modelling but our fingertips tell you things your eyes can't," Andrew says.

Only then is advanced technology layered in, and it's always with intention. From ergonomics to studying neuroscience, we are continuously exploring how people feel behind the wheel, physically mentally and emotionally. This blend of craft and science ensures that vehicles look beautiful and feel instinctively right to drive, all in service of a joyful driving experience grounded in safety and well-being.

It's why Mazda engineers obsess over seemingly small details, such as our pedal layout and braking systems, which are designed to reduce fatigue. Then there's G-Vectoring Control Plus to improve steering and enhance stability, in turn reducing stress and improving comfort. Even seat design

is approached with precision, aligning the pelvis vertically to maintain core stability, much like a skier in motion. This ensures drivers remain comfortable and in control, whether navigating city traffic or embarking on a six-hour road trip.

For Andrew, those safety-focused details make a big difference for emotional well-being. Predictability and reliability start as engineering goals but become emotional anchors, too. "If you're sending your children out in bad weather, you want them in a car that's trustworthy," he says. "It's about reducing anxiety and stress and creating peace of mind."

#### Enduring for generations to come

That emotional connection inspires loyalty that can also help avoid premature replacement. "If something has always protected you, you won't get rid of it until you have to," Andrew says.

Along with taking a human-centred approach, preserving the earth's beauty is part of Mazda's approach to design and innovation. Sustainable design principles are embedded in models like the CX-90 with its e-Skyactiv plug-in hybrid electric vehicle (PHEV) powertrain, which drives on electric power when the battery charge is high to improve fuel efficiency.

Electrification is just one aspect of designing with the planet's future in mind, Andrew points out. Mazda also challenges industry norms by building lighter, stronger structures (even in vehicles like SUVs) that deliver top-tier real-world fuel efficiency without compromising safety.

The ultimate goal is to keep creating vehicles where every drive builds feelings of safety, comfort and joy for generations. "If you know who you are and have a design language that spans decades, not months, the car remains relevant," he says. "The emotions that are built are enduring."



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