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**Mitsubishi Electric Türkiye Offers Young Talents a Strong Start to Their Career Journeys Through its Graduate Program and Digital Learning Platform, both Implemented Under The METR Academy Umbrella.**



Kaan Gürışık, Human Resources Leader at Mitsubishi Electric Türkiye, states that through METR Academy they aim to provide young talents with a strong start to professional life while cultivating a highly qualified engineering workforce.

1. **Youth unemployment in Türkiye has reached nearly 28%, and finding a job is increasingly difficult for young people. First of all, congratulations on this program dedicated to young talent. Could you tell us more about Mitsubishi Electric Türkiye Akademi?**

Mitsubishi Electric is a strong and well-established global company with a history of more than 100 years, operating in over 120 countries with more than 145,000 employees worldwide. It is one of the leading brands in a wide range of fields, including aerospace technologies, energy generation and distribution, information and communication technologies, consumer electronics, and industrial automation. Guided by our global slogan, “Changes for the Better,” we strive to improve living standards around the world through technology, innovation, and creativity.

As Mitsubishi Electric Türkiye, we have been operating in Türkiye since 2012, primarily in the fields of factory automation and air conditioning systems. By the nature of our business, we are a highly engineering-driven organization. Our sector is a niche one and requires continuous access to new talent, as technology evolves rapidly and generational differences become more pronounced. We do not view what we do merely as a commercial activity; rather, we see it as a long-term investment in

young people, who represent the future of our country. Bringing new talent into our sector, supporting their development, and enabling them to progress together with us are among our highest priorities.

**2. What challenges do you face in this area, and how do you manage and sustain this program?**

It is extremely important—both for our young people and for the overall development of our society—that students have the opportunity to meet professionals and experience the dynamics of the business world during their education. However, we observe that this practice is not yet widespread in Türkiye. For this reason, we view our New Graduate Program, which we see as a pioneering initiative in creating new opportunities for young talent, as an important social responsibility project for our country as well.

We strongly believe that when young graduates are given the opportunity to work alongside experienced engineers through structured programs, they can develop themselves very rapidly and be prepared for the future much more effectively. In parallel, through continuous training programs, we further enhance our employees' competencies and keep their development momentum at the highest possible level.

**3. Considering that young professionals are just starting their careers, their salary expectations can sometimes be relatively high compared to the value they initially create. How do you manage this balance?**

Human expectations can naturally vary greatly in almost every area, and financial conditions are one of those expectations across the world. As Mitsubishi Electric Türkiye, we adopt a philosophy of creating an environment where all our employees can move comfortably—both financially and socially—within the conditions of the period. Accordingly, we support our salary structures with comprehensive fringe benefits.

Thanks to this approach, we are able to attract and retain new graduates. To date, we have had 10 new graduate colleagues, and at the end of the program, 5 of them are expected to join Mitsubishi Electric Türkiye's permanent workforce. This makes us very happy, as it shows that we are making the right choices.

Of course, our aim is to increase the number of new graduates, bring more young people into our organization, and in the coming years, provide employment opportunities beyond Istanbul—particularly in cities where we support university curricula as Mitsubishi Electric Türkiye. Going forward, we want to continue prioritizing our development areas in line with our needs, bringing qualified engineers into the sector and ensuring their long-term retention.

**4. Is the training fully online, face-to-face, or hybrid? How does the process work?**

Guided by our continuous development-oriented structure, meeting our training needs has always been one of our top priorities. In this context, we launched METR Academy to address these needs. While designing METR Academy, our goal was to create a user-friendly system that allows easy access to training opportunities through a single platform and enables our employees to fully experience the benefits of end-to-end digitalization.

Within METR Academy, our employees have benefited from a total of 2.371 different online trainings to date. Currently, they have access to more than 5.000 online training contents on our METR Academy platform. We recently integrated this system into SuccessFactors, which hosts the entire technological

infrastructure of our human resources processes. As a result, teams can now manage all HR-related processes—including training—through a single platform.

At the same time, as the HR team, we can assign role- and competency-based trainings aligned with employees' development needs. In addition to online learning, we continuously support our employees with structured, tailor-made face-to-face trainings designed specifically for our organization.

**5. You operate in a highly competitive global environment. Retaining the talent you train—especially technical talent—must be one of your biggest challenges. What initiatives do you have in this area?**

People are the most critical factor for a company's existence and future. Many recent studies in the field of human resources point to a growing talent shortage. According to a Deloitte survey, 71% of CEOs—nearly three out of every four—state that skill and workforce shortages will have a disruptive impact on their businesses. In this environment, companies that can attract and retain talent will continue to exist in the future.

There is a well-known reality today: working abroad can be very attractive for young professionals, especially for well-trained engineers. We strive to provide the best possible opportunities within our means. In addition to our compensation policies—shaped by continuous market benchmarking—we support our talented employees with benefits such as foreign language training and postgraduate education, and we continuously expand these offerings.

**6. Considering the challenging economic conditions, this is extremely important. How do you achieve this?**

Taking the current economic conditions into account, we implement inflation- and performance-based salary increases twice a year. In addition, since we never want any of our employees—at any level—to fall below market standards, we conduct position-based market evaluations and make individual adjustments when necessary.

In our most recent employee engagement survey, our passion score reached 83%, engagement 75%, and overall satisfaction 69%. While these results make us proud and confirm that we are on the right path, they also place a greater responsibility on our shoulders. We will continue to work relentlessly to further advance these practices in the coming period.

In parallel, Mitsubishi Electric has launched a global initiative. Within this framework, based on the needs of different countries where Mitsubishi Electric operates, we offer our employees from Türkiye the opportunity to gain international experience by working abroad for certain periods. Although this initiative is still in its early stages, the number of employees benefiting from this opportunity is steadily increasing.

**7. There is a rapidly growing wave of artificial intelligence. AI is now being used in recruitment and application processes as well. What is your perspective on this?**

There is no doubt that artificial intelligence will make our lives easier. Especially using AI in recruitment processes is quite exciting. At Mitsubishi Electric, we have already included the use of AI in recruitment within our plans, and it is one of the areas we aim to prioritize.

That said, I personally do not believe that AI will negatively impact employment. While AI may simplify many aspects of our lives in different ways, I do not think any job will ever become entirely human-free. I firmly believe that there will always be a need for highly qualified people.

**8. Fully online education and having the program managed entirely by internal employees can sometimes have drawbacks. What has been your experience in this regard?**

Interactivity, feedback, collective idea development, and collaborative thinking are at the core of our human resources approach. Almost all of the initiatives we implement are shaped through exchanges of ideas with our colleagues, because we genuinely value people.

As a global technology leader, while we invest heavily in digitalization, we are also fully aware of the importance of investing in people. Therefore, we design our training programs through consensus and support our platform with both online and face-to-face trainings, based on our belief in the power of togetherness.

The online platform certainly provides advantages, such as 24/7 access to trainings and the ability for employees to participate anytime and anywhere. In addition, we prefer a blended learning approach—what we call a “tailor-made” model.

After each training, we send surveys to our employees to gather feedback: whether they have suggestions, how they felt about the training, and what they believe they gained from it. By analyzing these responses, we are able to assess whether we truly understand their expectations and whether the training meets actual needs. The insights we gain from these surveys play a guiding role in designing our future training programs.