

# Diversity, Work-life Balance, Development of Work Environment

Striving to develop an environment where multinational, diversified personnel can maximize their personal development

## Promotion of Diversity

The MOL Group, which develops businesses globally, has about 20,000 employees and crewmembers of various nationalities. We have worked to develop an environment that will increase our group-wide comprehensive strength and allow multi-national, diversified personnel including women to play more active roles.

### Employment by Region



### Establishment of Diversity Management Unit

MOL positions diversity management as one of its important management strategies, and is moving ahead to create a working environment that allows multinational, diversified personnel including women, to make full use of their talents and reach their full potential. To further encourage them to play more active roles, we established the new Diversity Management Unit in July 2015. During FY2015, we conducted programs to promote women's engagement in the company, such as holding internal seminars and formulating an action plan. In addition to fulfilling systems centering on childcare and nursing care. We will continue our push to develop a working environment where people from all nationalities and backgrounds can play active and essential roles in the group.

## Promoting Women's Initiatives

To encourage women to play more active roles in the company, we have worked not only to fulfill systems centering on childcare support, but also to expand support for female personnel in pursuing their career paths. In addition, female managers receive various kinds of support including seminars to increase motivation.

### Voice of a Woman Marine Officer

When I first came on board, I was disappointed in my lack of physical strength, and I had a hard time understanding the natural order of things at the port where I arrived. I can't count how many times I have felt frustrated. But still, when I can complete my job with no problems, or overcome a difficult situation, I am happy. So I always do my work with a positive attitude.



**Saori Shiokawa**  
MOL Ship Management Co., Ltd.

## Work-life Balance

In consideration of changes in life stages and lifestyles of employees and crewmembers, MOL has promoted efforts to enhance the work-life balance. We also recognize that employees and crewmembers must be in excellent health, both mentally and physically, to do their jobs effectively. We strive to help them manage their health and to provide working environments that comply with laws, regulations, and treaties.

### Voice of an Employee

In August, I took a short two-week childcare leave to look after a baby born in February. Even though it was a short time, I was able to spend time with my wife, caring for the baby during the daytime. It was a great experience since my job does not allow me to be involved in raising my children every day. It is still rare for men to take childcare leave, but it is a great opportunity for men who want the chance to be more involved in raising their families. It helps build closer ties with the children, too.



**Nobuhiro Nishii**  
Dry Bulker Supervising Office  
Assistant Manager (1st Officer)

## Development of Work Environment

MOL recognizes that employees and crewmembers must be in excellent health, both mentally and physically, to do their jobs effectively. We strive to help them manage their health and to provide working environments that comply with laws, regulations, and treaties.

Please refer to the website for initiatives on mental health and eradication of industrial accidents.

### Family Day for Crewmembers

In consideration of crewmembers who are separated from their families for long periods of time, and their families who must cope with their absence, MOL worked to develop an onboard Internet environment, and took various other measures including holding Family Day events. We placed consultation service desks for crewmembers and their families in our local offices, providing detailed services reflecting regional cultures and needs.

In the Philippines, our main source nation for crewmembers, annual Family Day events are held throughout the nation. Particularly in Manila, this is a major event – an entire theme park is reserved for the enjoyment of some 4,000 participants.

The purpose of this event is to build bonds between MOL and its crewmembers and their families. Through this activity, the dedicated seafarers can head out to sea with peace of mind, knowing that their families are supported and cared for. These bonds are made even more solid as they are key factors behind MOL's safe operations.