Social Data

・This report contains consolidated data (Mitsui O.S.K. Lines, Ltd. and MOL Group consolidated subsidiaries) and non-consolidated data (Mitsui O.S.K. Lines, Ltd. only) as of the end of each FY.

・Coverage in this report is the ratio of the number of employees in each item to the number of employees (consolidated).
In case "-" is indicated in "Coverage," it refers to data of Mitsui O.S.K. Lines, Ltd.

・Third-party Verification
MOL acquired third-party verification by Class NK to ensure the fairness, accuracy, and transparency of FY2023 social data marked with "★" included in this report.

■Human Capital & Diversity

				FY2020	FY2021	FY2022	FY2023	Coverage
Number of all employees	consolidated*			8,571	8,547	8,748	9,795	100%
	non-consolidated**			1,465	1,493	1,577	1,670	-
		Male		1,174	1,193	1,255	1,334	-
		Female		291	300	322	336	-
Number of employees by job type	non-consolidated**	Office Workers		940	958	1,029	1,107	-
			Male	661	670	721	787	-
			Female	279	288	308	320	-
		Seafarers		525	535	548	563	-
			Male	513	523	534	547	-
			Female	12	12	14	16	-
Number of employees by department *1	consolidated*	Dry Bulk Business		295 (47)	306 (48)	245 (41)	255 (52)	100%
		Energy Transport Business		807 (87)	857 (82)	902 (75)	1,023 (94)	100%
		Product Transport Business		4,431 (691)	4,343 (850)	4,398 (814)	4,328 (1,109)	100%
			Containerships	3,391 (549)	3,353 (696)	52 (9)	60 (10)	100%
		Wellbeing & Lifestyle Business					2,396 (1,145)	100%
			Real Property Business	2,058 (1,462)	1,996 (1,322)	1,152 (1,044)	1,212 (1,038)	100%
		Associated Businesses				859 (261)	458 (137)	100%
		Others		642 (87)	681 (77)	699 (85)	849 (166)	100%
		Company-wide (common)		338 (89)	364 (115)	493 (165)	486 (160)	100%
		Total		8,571 (2,463)	8,547 (2,494)	8,748 (2,485)	9,795 (2,863)	100%
Number of temporary workforce	consolidated*			-	-	2,485	2,863	100%
	non-consolidated**			-	-	308	209	-
Ratio of temporary workforce	non-consolidated**			-	-	16.3%	11.1%	-
Ratio of employees by age group	consolidated***	under 25 years old		-	-	4.6%	5.3%	99%
		25-29 years old		-	-	12.6%	11.9%	99%
		30-34 years old		-	-	13.9%	14.9%	99%
		35-39 years old		-	-	14.5%	14.1%	99%
		40-44 years old		-	-	13.9%	13.9%	99%
		45-49 years old		-	-	13.8%	13.6%	99%
		50 years old & over		-	-	26.8%	26.3%	99%
	non-consolidated***	under 25 years old		-	-	5.0%	4.7%	-
		25-29 years old		-	-	17.8%	15.8%	-
		30-34 years old		-	-	20.0%	20.2%	-
		35-39 years old		-	-	16.4%	16.4%	-
		40-44 years old		-	-	11.7%	11.7%	-
		45-49 years old		-	-	10.1%	9.9%	-
		50 years old & over		-	-	19.0%	21.3%	-
Ratio of employees in managerial positions by age group	non-consolidated***	under 30 years old		-	-	0.0%	0.0%	-
		30-34 years old		-	-	0.0%	0.0%	-
		35-39 years old		-	-	7.5%	9.3%	-
		40-44 years old		-	-	27.5%	24.7%	-
		45-49 years old		-	-	27.0%	23.1%	-
		50 years old & over		-	-	38.0%	42.9%	-
Number of women in executive positions	consolidated***			-	-	16	31	100%
	non-consolidated***			-	-	3	4	-
Ratio of women in managerial positions	consolidated***			-	-	13.3%	15.0%★	100%
		general management positions		-	-	8.5%	13.5%	100%
		sectional management positions		-	-	15.0%	15.6%	100%
	non-consolidated**			4.5%	4.9%	5.9%	6.3%	-
	(Excludes loaned employees. Includes expatriate employees outside MOL.)	Office Workers*2		6.9%	7.5%	9.2%	9.8%	-
		Seafarers		0.4%	0.4%	0.4%	0.4%	-
		general management positions		1.9%	3.1%	4.6%	2.6%	-
			Office Workers	2.3%	3.8%	5.8%	3.2%	-
			Seafarers	0.0%	0.0%	0.0%	0.0%	-
		senior management positions		1.5%	1.6%	1.6%	2.2%	-
			Office Workers	2.5%	2.6%	2.6%	3.9%	-
			Seafarers	0.0%	0.0%	0.0%	0.0%	-
		sectional management positions		9.3%	9.7%	11.0%	11.6%	-
			Office Workers	14.1%	15.0%	17.5%	17.7%	-
			Seafarers	1.1%	1.1%	0.9%	0.9%	-
Ratio of women in workforce	consolidated***	indefinite contracts		-	-	30.0%	29.9% ★	100%
		definite contracts		-	-	39.4%	37.9%	100%
	non-consolidated**			19.9%	20.1%	20.4%	20.1%	-
		Office Workers**		35.4%	36.7%	29.9%	28.9%	-
		Seafarers**		2.4%	2.1%	2.6%	2.8%	-

				FY2020	FY2021	FY2022	FY2023	Coverage
Ratio of employees with disabilities	consolidated***	indefinite contracts		-	-	0.3%	0.58%	100%
		definite contracts		-	-	-	2.52%	100%
	non-consolidated**			2.2%	3.3%	3.3%	3.2%	-
Ratio of employees in managerial positions with disabilities	consolidated***			-	-	0.5%	0.49%	97%
	non-consolidated***			-	-	0.2%	0.4%	-
Number of staff per management employee *3	non-consolidated***			-	-	2.8	2.4	-
Succession Effectiveness Rate (internal hire/all important positions) *4	non-consolidated***			-	-	89%	86%	-

* Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group. ** Excludes loaned employees. Includes expatriate employees outside MOL.

*** Scope of data has been changed in FY2023. Until FY2022: Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group.
FY2023: Excludes loaned employees. Includes expatriate employees outside MOL.

*1 The approximate average number of temporary workforce is indicated in parentheses. The employees indicated as company-wide (common) belong to administrative departments, which cannot be classified in any specific segment.
The number of employees in the Port Logistics Division, which was included in the Containership Business until FY2021, has been included in the Product Transport Business other than the Containership Business since FY2022.

*2 The data are as of the end of each FY. On the other hand, the "11.3%" Core KPIs achievement in the management plan "BLUE ACTION 2035" includes decisions made at the end of FY 2023 (human resource allocation as of April 1, 2024).

*3 Calculated by total number of employees/total number of employees in managerial positions.

*4 Important positions are employees in managerial positions.

■Number of Hires & Retention Rate

				FY2020	FY2021	FY2022	FY2023	Coverage
Number of new hires	consolidated**(indefinite contracts)			-	-	709	883	100%
	non-consolidated*			-	-	129	157	-
		Number of new graduates hires		53	58	53	72	-
			Male	40	44	40	57	-
			Female	13	14	13	15	-
		Number of mid-carrier hires		15	24	76	85	-
			Male	5	14	57	66	-
			Female	10	10	19	19	-
Number/Rate of new hires by age group	consolidated** (indefinite contracts)	under 25 years old		-	-	176／24.8%	206/23.3%	100%
		25-29 years old		-	-	156／22.0%	168/19%	100%
		30-34 years old		-	-	129／18.2%	164/18.6%	100%
		35-39 years old		-	-	84／11.8%	131/14.8%	100%
		40-44 years old		-	-	57／8.0%	82/9.3%	100%
		45-49 years old		-	-	43／6.1%	59/6.7%	100%
		50 years old & over		-	-	64／9.0%	73/8.3%	100%
	non-consolidated**	under 25 years old		-	-	41／33.3%	50／31.8%	-
		25-29 years old		-	-	26／21.1%	37／23.6%	-
		30-34 years old		-	-	40／32.5%	43／27.4%	-
		35-39 years old		-	-	15／12.2%	20／12.7%	-
		40-44 years old		-	-	1／0.8%	3／1.9%	-
		45-49 years old		-	-	0／0.0%	2／1.3%	-
		50 years old & over		-	-	0／0.0%	2／1.3%	-
Number/Rate of new hires by gender	consolidated** (indefinite contracts)	Male		-	-	444／62.6%	571/64.7%	100%
		Female		-	-	265／37.4%	312/27.3%	100%
	non-consolidated**	Male		-	-	91／74.0%	123／78.3%	-
		Female		-	-	32／26.0%	34／21.7%	-
Number/Rate of new hires by region	consolidated** (indefinite contracts)	Japan		-	-	441／62.2%	582/65.9%	100%
		Asia・Oceania・Middle East		-	-	213／30.0%	215/24.2%	100%
		Europe・Africa		-	-	41／5.8%	48/5.4%	100%
		North America・Central America・The Caribbean		-	-	14／2.0%	38/4.3%	100%
Total employees turnover rate	consolidated**			-	-	7.2%	6.6%	99%
		Voluntary employee turnover rate		-	-	6.2%	5.6%	99%
	non-consolidated*			3.1%	3.3%	2.2%	2.6%	-
		Voluntary employee turnover rate		1.2%	1.7%	1.1%	2.6%	-
			Important voluntary employee turnover rate*2	-	-	3.7%	4.2%	-
Turnover rate of new graduates hires within three years of employment *1	non-consolidated	Office Workers		4.5%	5.3%	0.0%	1.0%	-
		Seafarers		7.4%	2.7%	4.9%	1.1%	-
Total Number/Rate of employees turnover by age group	consolidated**(indefinite contracts)			-	-	492／100.0%	570/100%	100%
		under 25 years old		-	-	50／10.2%	41/7.2%	100%
		25-29 years old		-	-	87／17.7%	91/16.0%	100%
		30-34 years old		-	-	85／17.3%	94/16.5%	100%
		35-39 years old		-	-	76／15.4%	86/15.1%	100%
		40-44 years old		-	-	47／9.6%	67/11.8%	100%
		45-49 years old		-	-	34／6.9%	54/9.5%	100%
		50 years old & over		-	-	113／23.0%	137/24.0%	100%
	non-consolidated**			-	-	27／100.0%	44／100.0%	-
		under 25 years old		-	-	1／3.7%	0／0.0%	-
		25-29 years old		-	-	11／40.7%	6／13.6%	-
		30-34 years old		-	-	0／0.0%	4／9.1%	-
		35-39 years old		-	-	2／7.4%	3／6.8%	-
		40-44 years old		-	-	0／0.0%	3／6.8%	-
		45-49 years old		-	-	1／3.7%	0／0.0%	-
		50 years old & over		-	-	12／44.4%	28／63.6%	-
Total Number/Rate of employees turnover by gender	consolidated** (indefinite contracts)	Male		-	-	317／64.4%	381／66.8%	100%
		Female		-	-	175／35.6%	187／32.8%	100%
	non-consolidated**	Male		-	-	22／81.5%	37／84.1%	-
		Female		-	-	5／18.5%	7／15.9%	-
Total Number/Rate of employees turnover by region	consolidated** (indefinite contracts)	Japan		-	-	264／53.7%	293/51.4%	100%
		Asia・Oceania・Middle East		-	-	181／36.8%	221/38.8%	100%
		Europe・Africa		-	-	34／6.9%	21/3.7%	100%
		North America・Central America・The Caribbean		-	-	13／2.6%	35/6.1%	100%

			FY2020	FY2021	FY2022	FY2023	Coverage
Average years of continuous service	non-consolidated*		15.6	15.6	15.1	14.2	-
		Male	15.7	15.9	15.4	14.6	-
		Female	15.3	14.7	13.9	12.5	-

* Excludes loaned employees. Includes expatriate employees outside MOL.

** Scope of data has been changed in FY2023. Until FY2022: Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group.
FY2023: Excludes loaned employees. Includes expatriate employees outside MOL.

*1 Important voluntary employee turnover is the retirement of employees in managerial positions for personal reasons.

*2 Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group, contract employees, and part-timers, etc. Calculated by the number of new graduates hires who have retired within three years of joining the company / the number of new graduates hires in the last three years.

■Payroll, Compensation & Productivity

			FY2020	FY2021	FY2022	FY2023	Coverage
Annual employee compensation (thousand yen)	consolidated*		-	-	78,769,049	86,423,180	100%
	non-consolidated**		-	-	18,471,200	26,607,369	-
Average annual employee compensation (thousand yen)	consolidated*		-	-	6,121	6,723	100%
		indefinite contracts	-	-	8,038	8,457	100%
	non-consolidated**		-	-	15,174	15,933	-
Annual CEO compensation (thousand yen)	unclassified		-	-	302,960	166,676	-
Ratio of average annual employee compensation excluding CEO and annual CEO compensation (times)	consolidated*		-	-	49.5	24.8	100%
		indefinite contracts	-	-	37.7	19.7	100%
	non-consolidated**		-	-	20.0	10.5	-
Ratio of gender wage gap	consolidated*		-	-	63.6%	62.0% ★	100%
		indefinite contracts	-	-	68.9%	67.0% ★	100%
		definite contracts	-	-	71.6%	62.5% ★	100%
	non-consolidated**		-	-	56.3%	64.4%	-
		indefinite contracts	-	-	69.4%	73.1%	-
		definite contracts	-	-	38.9%	42.4%	-
Employee benefits (thousand yen)	consolidated*		-	-	12,337,833	10,620,836	100%
	non-consolidated*		-	-	4,230,320	4,824,091	-
Turnover per employee (thousand yen)	consolidated*		-	-	184,269	134,867	100%
	non-consolidated*		-	-	520,847	502,759	-
Profit per employee (Operating Income) (thousand yen)	consolidated*		-	-	12,427	31,834	100%
	non-consolidated*		-	-	39,128	32,022	-
EBIT per employee (thousand yen)	consolidated*		-	-	93,640	32,489	100%
	non-consolidated*		-	-	295,144	195,355	-

* Scope of data has been changed in FY2023. Until FY2022: Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group.
FY2023: Excludes loaned employees. Includes expatriate employees outside MOL.

** Scope of data has been changed in FY2023. Until FY2022: Excludes loaned employees, expatriate employees outside MOL. FY2023: Excludes loaned employees. Includes expatriate employees outside MOL.

※ The salary system in our company adopts a qualification grade system, and there is no gender or regional pay gap within the same qualification grade.

■Human Capital Skill Development

			FY2020	FY2021	FY2022	FY2023	Coverage
Average training days per employee	consolidated**(Total employees except temporary)		-	-	1.8	1.7	95%
	non-consolidated*	Office Workers	2.0	2.0	3.0	5.1	-
		Seafarers	4.0	7.0	10.0	6.9	-
Average training hours per employee	consolidated** (Total employees except temporary)		-	-	14	14	94%
		Male (indefinite contracts)	-	-	-	19	94%
		Female (indefinite contracts)	-	-	-	16	94%
	non-consolidated**		-	-	32	38	-
		Male	-	-	33	38	-
		Female	-	-	29	38	-
Training costs per employee (thousand yen)	non-consolidated*	Office Workers	98	91	155	249	-
		Seafarers	74	143	118	179	-
Total HR developing&training costs (thousand yen)	consolidated**(Total employees except temporary)		-	-	640,788	937,702	98%
	non-consolidated**		-	-	456,039	648,255	-
Investment in training as % of payroll	consolidated**		-	-	0.8%	1.0%	99%
	non-consolidated**		-	-	2.4%	1.5%	-
Time spent on employee development training	consolidated**		-	-	87,515	138,501	94%
	non-consolidated**		-	-	40,207	64,181	-

* Excludes loaned employees. Includes expatriate employees outside MOL.

** Scope of data has been changed in FY2023. until FY2022: Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group.
FY2023: Excludes loaned employees. Includes expatriate employees outside MOL.

■Human Rights and Occupational Health and Safety

			FY2020	FY2021	FY2022	FY2023	Coverage
Number of industrial accidents	non-consolidated*	Office Workers	0	1	0	0	-
		Seafarers	1	2	1	0	-
Number of fatal industrial accidents	consolidated**	Office Workers	-	-	0	2	99%
		Seafarers	-	-	0	0	99%
	non-consolidated*	Office Workers	0	0	0	0	-
		Seafarers	0	0	0	0	-
Number of work-related injuries*1	consolidated**	Office Workers	-	-	12	27	99%
		Seafarers	-	-	4	5	99%
	non-consolidated*	Office Workers	-	-	0	0	-
		Seafarers	-	-	1	0	-
Number of employees work-related fatalities	consolidated**	Office Workers	-	-	0	2	99%
		Seafarers	-	-	0	0	99%
	non-consolidated*	Office Workers	0	0	0	0	-
		Seafarers	0	0	0	0	-
Rate of employees work-related fatalities	consolidated**	Office Workers (indefinite contracts)	-	-	0%	0.11%	99%
		Office Workers (definite contracts)	-	-	0%	0.08%	99%
		Seafarers (indefinite contracts)	-	-	0%	0%	99%
		Seafarers (definite contracts)	-	-	0%	0%	99%
	non-consolidated*	Office Workers	0%	0%	0%	0%	-
		Seafarers	0%	0%	0%	0%	-

				FY2020	FY2021	FY2022	FY2023	Coverage
LTIF (Lost Time Injury Frequency) *2	non-consolidated**	Office Workers		-	-	0	0	-
	Seafarers of MOL Group-operated vessels including MOL-managed and chartered vessels*3			-	0.19	0.19	0.26	-
Number of passenger fatalities	consolidated			0	0	0	0	100%
Rate of OHSAS1800/ISO45001 offices	consolidated**			-	-	0.8%	1.1%	99%
	non-consolidated**			-	-	0%	0%	-
Human rights e-learning	consolidated*		Rate of participants	-	-	-	94.2%	100%
Occupational health and safety training	consolidated**		Number of participants	-	-	2,225	2,216	99%
	non-consolidated*	Safety Culture e-learning*4	Number of participants	2,407	2,252	3,146	3,905	-
			Rate of participants	95.5%	90.3%	96.6%	93.5%	-
		Operational Safety Workshops*5	Number of participants	926	300	309	325	-
		Safety Campaign*6	Number of participants	576	693	635	30,554	-
		Safety Conference*7	Number of participants	872	1,019	787	753	-
Rate of employees belonging to trade union	consolidated**(indefinite contracts)			-	-	55.6%	59.2%	99%
	non-consolidated*	Office Workers		100%	100%	100%	100%	-
		Seafarers		100%	100%	100%	100%	-

* Excludes loaned employees. Includes expatriate employees outside MOL.

** Scope of data has been changed in FY2023. Until FY2022: Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group.
FY2023: Excludes loaned employees. Includes expatriate employees outside MOL.

*1 Injuries that leave aftereffects *2 Number of lost time injuries occurring in a workplace per 1 million hours worked.

*3 MOL uses “on board time” as denominator. These figures include occupational injuries and illnesses that did not result in disembarkation but did not result in a return to work, including light work, on the day of the accident. The indicator also covers seafarers outside of the MOL Group.

*4 Includes for permanent, temporary and contract employees.*5 Total number of participants in each session. Includes for permanent, temporary and contract employees.

*6 Total number of participants in each session. Until FY2022, only office workers were counted. From FY2023, seafarer participants are counted. Includes for permanent, temporary and contract employees.

*7 Total number of participants in each session. The target is seafarers on leave on ships managed by a ship management company in MOL group, including permanent employees in our group as well as employees of five partner companies.

■Wellbeing

				FY2020	FY2021	FY2022	FY2023	Coverage
Work hours (annual average)	consolidated**(indefinite contracts)			-	-	1,752	1,871	78%
	non-consolidated**			-	-	1,958	1,935	-
Overtime work hours (monthly average)	non-consolidated*			23.8	23.4	18.8	14.7	-
Paid leave*1 (including summer vacation)	non-consolidated*	Days taken		12.8	14.0	15.2	15.7	-
		Usage rate		47.6%	52.9%	60.7%	59.3%	-
Rate of engagement survey	consolidated**			-	-	37.0%	44.4%	100%
Rate of engagement survey response	(Total employees except temporary)	Rate of participants		-	-	84.0%	90.9%	98%
Maternity leave*2	non-consolidated	Number of employees taken		10	21	23	17	-
		Usage rate		100.0%	100.0%	100.0%	100%	-
Special leave for spousal childbirth*3	non-consolidated	Number of employees taken		22	17	22	25	-
		Usage rate		100.0%	68.0%	69.0%	52.1%	-
Childcare leave	consolidated** (Total employees except temporary)	Usage rate (Male)	indefinite contracts	-	-	7.4%	17.9% ★	100%
			definite contracts	-	-	2.7%	2.0% ★	100%
		Usage rate (Female)	indefinite contracts	-	-	19.2%	26.4%	100%
			definite contracts	-	-	54.3%	21.1%	100%
	non-consolidated*4	Number of employees taken (Male)		17	17	34	47	-
		Number of employees taken (Female)		20	25	41	38	-
		Usage rate (Male)		49.0%	46.0%	54.0%	55.9%	-
		Usage rate (Female)		100.0%	100.0%	100.0%	100%	-
		Return rate (Male)		100.0%	92.0%	100.0%	100%	-
		Return rate (Female)		100.0%	100.0%	100.0%	100%	-
Average days of men taking childcare leave*4	non-consolidated			64.8	63	43	58	-
Number of employees used short-time work shift for childcare	non-consolidated*			7	3	8	4	-
Number of working mothers*5	non-consolidated			54	51	63	78	-
Number of employees used rehiring system after spousal transfer	non-consolidated*			0	4	2	3	-
Number of employees used nursing care leave	non-consolidated*			1	0	1	1	-

* Excludes loaned employees. Includes expatriate employees outside MOL.

** Scope of data has been changed in FY2023. Until FY2022: Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group.
FY2023: Excludes loaned employees. Includes expatriate employees outside MOL.

*1 Excludes seafarers.

*2 Excludes loaned employees, contract employees, part-timers, etc.

*3 Excludes seafarers, loaned employees, contract employees, part-timers, etc.

*4 Scope of data has been changed in FY2023. Until FY2022: Excludes expatriate employees. FY2023: Excludes loaned employees. Includes expatriate employees outside MOL.

*5 Number of female employees raising children (15 years old or younger) who have not completed compulsory education (excludes seafarers, loaned employees, contract employees, part-timers, etc.)