

(The following is an unofficial translation based on the original.)

March 31, 2021

Mitsui O.S.K. Lines, Ltd.

MOL Establishes Action Plan Based on
'Act on Promotion of
Women's Participation and Advancement in the Workplace'

Mitsui O.S.K. Lines, Ltd. (MOL) believes that demonstrating the maximum enthusiasm and vitality of all employees to perform at their full potential and that combining diverse personalities and capabilities will lead to establishing new competitive advantages. On this occasion, to encourage the further success of women working at MOL, the company has established the following action plan based on Japan's Act on Promotion of Women's Participation and Advancement in the Workplace.

1. Action period

April 1, 2021 ~ March 31, 2026 (five years)

2. MOL's issues

Issue (1)	Address need for a group of women candidates for managerial positions to achieve steady progress in their career paths.
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<Background> The percentage of land-based women employees in managerial positions has increased every year due to expanded efforts to recruit women into management, and about 30% of land-based career-track employees in managerial positions (general management positions) are women (as of March 2021). Although few employees have left these jobs, it is important to develop employees targeted for appointments to managerial positions and help them set personal career targets.

Issue (2)	Build awareness of available assistance systems, promote their use, and create a workplace that makes it easier to take advantage of those systems
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<Background> For diverse personnel including women to play active roles, we need an environment in which diverse personnel can strike a good work-life balance by making the best use of various currently available systems such as paid leave, remote work, and child care support. In addition, we need to promote organization-wide awareness and make it easier for employees in any division to make use of those systems.

Issue (3)	Relieve anxiety of woman employees at sea about continuing to work
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<Background> Many seagoing women employees have anxiety about continuing their careers due to a lack of role models and workstyles unique to sea duty.

3. Targets by end FY2025

(1) Increase the percentage of women employees in managerial positions both on land and at sea to 7% or higher. In addition, increase the percentage of land-based women employees in managerial positions to 10% or higher, and land-based women employees (equivalent to team leaders) in leadership positions to 20% or higher.
(2) Increase usage rate of paid leave to 70% or higher. (Note) Including special leave (paid leave) granted as summer and winter season leave, in addition to annual leave/Excluding employees at sea.
(3) Develop an environment that enables female employees at sea to continue working.

4. Details of initiatives

(1) Develop corporate culture and systems that support career self-reliance for diverse human resources

FY2021 ~

- Effectively implement the new personnel system that supports selection of diverse careers by double-tracking career path-setting and career self-reliance.
- Provide professionalism awareness programs by hierarchy/programs matching targeted careers, and provide career consulting opportunities with managers and external agencies.
- Allocate personnel according to individual capabilities and provide growth opportunities by introducing a talent management system.
- Provide programs to deepen understanding of diversity management and active roles for diverse personnel, and programs on achieving work-life balance.

(2) Develop a workplace environment that enables diverse human resources to play active roles

FY2021 ~

- Expand the system for flexible workstyles not bound by “time” and “place” (remote working, flex time, etc.) and promote use of the system, improve productivity through office reforms such as expansion of the free address system and encouragement of paperless work.

- Encourage usage of all summer and winter season leave, and ask management personnel and employees to take one day of paid leave per month.
- Set targets to use annual leave division by division, and prepare an annual leave usage chart for each team. Visualize the degree of achievement of annual leave usage targets.
- Determine the amount of annual leave taken and remaining number of days in the system, and contact targeted employees and their managers by email to tell them how much leave they have and how much they have used.

(3) Resolve anxiety among women employees at sea about continuing their careers

FY2021 ~

- Continually provide opportunities for consultation between employees and the company about career development of women employees at sea.
- Provide opportunities to exchange opinions related to balancing work with childbirth and childcare and make information available.