

Stakeholder Engagement: Employees

Initiatives to Support the Active Role of Diverse Human Resources

People are MC's greatest asset. To continue creating sustainable corporate value, the MC Group must adapt to the growing diversification and globalization of its business activities by ensuring that its diverse group of employees, regardless of age, gender, nationality or other attributes, are able to demonstrate their unique abilities to the fullest extent possible.

The importance that we place on ensuring the mental and physical health of our employees, as well as on creating environments that embrace diversity, is reflected in our health promotion and diversity management initiatives.

Health and Productivity Management

MC recognizes that the success of each employee depends on their physical and mental wellbeing. Therefore, we consider the health of our employees to be a key management priority that will lead to further value creation and sustainable growth.

Our health promotion measures have received external recognition, and we have been included in the "Certified Health & Productivity Management Outstanding Organizations Recognition Program (White 500)," a list of 500 companies recognized for excellence in their health and productivity initiatives every year since 2018.

Going forward, MC will strive to achieve higher productivity and continue creating value by not only working to prevent health issues, but also by providing health support to help employees lead active lives and reach their full potential.

Specific Initiatives

Extensive health management and support via in-house medical clinics
Health management support for employees and their families during overseas appointments
Visualization and improvement of lifestyle habits using a health app
Improvement of health awareness and motivation through seminars
Mental health measures
Support for employees balancing work and medical treatment, and for those returning to work after leave due to health issues
Initiatives that allow each organization and individual to pursue and realize autonomous and flexible work styles
Countermeasures for infectious diseases

Message from the Head Occupational Physician

Recognizing that working overseas for extended periods can have an impact on one's health due to differences in language, culture, medical systems and other environmental factors, the MC Head Office medical clinic is equipped to handle health-related inquiries from employees and their family members should they feel unwell while overseas. We also conduct a survey to monitor the health and working environments of employees on overseas appointments. Additional support is provided by the Global Human Resources Department, the Mental Health Support Desk and in-house medical clinics.

In addition, our physicians and nutritionists encourage lifestyle changes by providing health and nutritional guidance based on their knowledge of diverse working environments, lifestyle trends and employee health data. In 2020, we introduced a health app that helps users to visualize and improve their lifestyle habits. Over 90% of the people who used the app reported an improvement in their understanding of good lifestyle habits, and 60% said that their health awareness had improved. There has also been an overall improvement in the BMIs of those examined at the in-house medical clinics.

Going forward, MC will continue to enhance its medium- to long-term health support measures, such as by providing health guidance to younger employees and working to raise the awareness of healthy employees who have normal checkup results on how to structure their lifestyles to maintain their health.



Seigo Ito
Clinic Director

Work Styles and Health Management in Environments with COVID-19 Prevention Measures

Having established infection prevention measures, MC established a hybrid working style that combines teleworking and on-site work according to the characteristics of each job, business environment and industry, with the aim of maximizing productivity. Environmental changes often lead to physical and mental stress, and so our health management support includes consultation sessions and seminars on wellness, targeting both individuals as well as those who are managing subordinates.

In addition to carrying out yearly stress checks, we have established an early detection system for health fluctuations based on regular monitoring of the status of employees undergoing on-site professional training.

Diversity Management

We believe that the significance of diversity management at the MC Group lies in building a strong organization with the flexibility to adapt to changing business environments.

In sharing the spirit of its guiding philosophy, the Three Corporate Principles, the MC Group aims to:

- Recruit and apply its broad professional expertise without discrimination
- Benefit from workforce diversity by embracing and applying different perspectives and ideas to its management practices, business creations and regional developments.
- Improve organizational performance by ensuring an inclusive professional work environment that maximizes the abilities of a diverse workforce.



Initiatives to Support Women's Careers

For many years we have supported the development and continuation of women's careers by enhancing and expanding systems to support those who need to balance work responsibilities with family obligations, so that they can continue to pursue careers with MC. Going forward, we will further enhance our career support systems to create work environments where female employees can independently build their careers and play a more active role in the workplace.

Phase 2: Initiatives Based on Supporting Women's Careers (Plan Period: April 1, 2021 to March 31, 2026)

In Phase 2, we will implement measures focusing on the following two goals based on a review of progress and the effectiveness of actions in Phase 1.

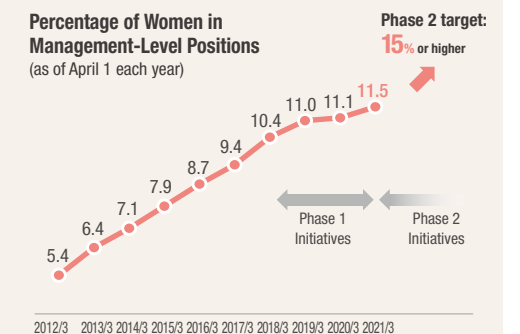
Target 1 Encourage more high-level appointments of female employees and raise the percentage of women in management-level positions above 15%.

Background and Goals

- By expanding its systems to promote a healthy work-life balance and taking special career-support measures for its female professionals, MC has boosted the percentage of women in management-level positions.
- MC plans to further accelerate its appointment of women to executive positions

Examples of Initiatives

- Expansion of the mentorship program for working women.
- Instructing the Women's Career Managers to analyze and address any separate issues that may exist companywide and within their respective departments.
- Career support through training programs and networking opportunities that are specifically designed for working women.



Target 2 Ensure that all eligible male employees take their full paternity leave.

Background and Goals

- Through Phase 1 initiatives, more working fathers at MC have been taking paternity leave and doing so for longer periods.
- MC will raise awareness of paternity leave and make it easier for male employees with newborns to use it.

Examples of Initiatives

- Establishment of a consultation desk for male employees.
- Promote the idea that male employees should in principle take paternity leave when their spouses give birth.
- Encourage male employees to use paternity leave through roundtable discussions with those who already have, internal promotion activities, and the provision of guidance to individuals and their supervisors.