

Special Feature

# Supporting Women's Careers at MC



The most important asset for MC is "human resources." MC is currently working on human resource development and career development (human resources management) on a consolidated/global basis. This Special Feature introduces the concept of MC's initiative "Supporting Women's Careers" and how we are implementing it.

Since the establishment of the Diversity Office in October 2014, MC has been promoting diversity with emphasis on women empowerment. Specifically, MC has introduced several measures to encourage women to continue their careers, such as providing child daycare facilities for employees returning from maternity leave. MC is also providing necessary support so that women can focus on their career development (including overseas assignments) as systematically as possible, and taking their individual life events into consideration.

MC's basic HR concept is "to appropriately evaluate employees based on their abilities,

performance, and contributions, and to assign the right person in the right place at the right time, regardless of gender." On the other hand, the work style of women is becoming more diverse. In particular, those women who are working while taking care of their children require different preconditions for working from those for others, such as time constraints. For this reason, MC is developing an environment where women employees can perform to their full potential. This Special Feature introduces two MC women picked up from those who are actively working in the global field.

MC women working globally

## Challenging the Creation of New Business Models by Staying Attuned to Industry Developments

### Satoko Wakasa

Finance Assistant Director  
Diamond Generating Corporation (DGC)

Diamond Generating Corporation (DGC), a wholly-owned subsidiary of MC headquartered in Los Angeles, is a company that manages MC's power generation business in the United States. In 2016, Satoko Wakasa was assigned to DGC. She had been involved in overseas power business ever since joining MC.

For Wakasa, it was her second assignment to the U.S., following the first one about five years earlier as a global trainee\* at DGC. In those five years, the U.S. power industry had gone through major structural changes, including penetration and expansion of distributed power from small-scale solar generation and power storage systems. Recognizing those changes as a business opportunity, DGC acquired two companies: a distributed solar generation company and energy marketing and trading company. Wakasa was given the task of providing management support to these two companies. She says, "Early on, I worked frantically to catch up with my daily tasks. There was even an occasion when my boss treated me harshly by saying he felt uneasy when entrusting a mission to me. Despite that, I tried to figure out what kind of added value I would be able to create in the workplace surrounded by a team of professionals from DGC and the acquired



With members of Nexamp, the company that DGC invested to promote distributed solar generation business (Wakasa, front, second from right)

companies." As a result, she arrived at the conclusion that she should create her own hypothesis about an issue facing two companies, proactively share her ideas for solutions with other members, then make convincing proposals. Because of her earnest attitude and careful approaches, she gradually gained the trust of her colleagues. "One year after I arrived here, I had a chance to get involved in the review of our business plan. When I made up the plan in cooperation with other DGC members, my boss said I did a great job and wanted me to continue to follow up this business plan. I was very pleased by his compliment," she recalls. Wakasa says, in the dynamically changing power industry, she is doing her work by looking ahead to the direction for which this industry is heading. "Instead of becoming a mere professional in this industry, we should upgrade our business models and build new value chains. I believe this is what MC employees are expected to do." After having completed an acquisition project, Wakasa is now taking on other challenges in a new office in Boston (DGC branch office).

\* MC makes it a rule to send each employee within eight years after joining the company to an overseas location for the purpose of building his/her career outside Japan. Every year, about 120 young employees are sent to overseas locations mainly for internships, including studying at business schools and language training schools to learn the culture and language of various countries in the world.



MC women working globally



## Network Broadened through Parenthood Made My Work More Productive

### Seiko Ishihara

Head of Legal and Compliance Division  
Mitsubishi Development Pty Ltd (MDP)



A view of the city center from Brisbane River, which divides the city into north and south. "It is a compact and convenient city, where everything you need to live and work is right on your doorstep. People are kind and friendly to children, and Brisbane is a comfortable city to live in."

With colleagues at 50th Anniversary Celebration of MDP (Ishihara, second from right)

Mitsubishi Development Pty Ltd is a mineral resources company in Brisbane, Australia. The main business is investing, producing, and sales of coal and other mineral resources.

Seiko Ishihara was seconded to MDP in 2016. She now heads a team responsible for company secretarial work, compliance related work, providing legal support for various project-related matters, M&A transactions and, managing litigations. MDP's legal work cover a wide range of areas from coal mine operation to personnel affairs and corporate management. Ishihara says, despite her heavy workload, she places importance on teamwork to keep good relationship with local members consisting of Australians and other nationalities. She is always trying her best to create an atmosphere for advises.

At present, Ishihara lives in Brisbane with her 6-year-old son. "On the weekends I try to spend as much time as I can with my son, but much of our business moves swiftly and demands constant attention. I sometimes have to work over the phone at home on the weekends or on weekday evenings" she says. "During those calls, I can often hear children in the background, which reminds me that so many

others here are also balancing their professional and family lives. I'm impressed by their commitment, which has been a personal source of courage."

She admitted that she had some apprehensions about bringing her son on this assignment. Before she moved to Australia, MC had offered her various support services, including an explanation by an MC employee who had worked in Brisbane about local schools and living. In addition, Ishihara feels encouraged by MC's support for overseas assignments with children and her boss as well as her colleagues at MDP understand well about balancing work and family lives. Many of MDP colleagues are working parents so on the weekends, Ishihara and her son are invited to her colleagues' home or barbecue in the park, which she has discovered just how much parenthood can broaden one's social sphere. "We talk a lot about our families at my workplace, making our conversation grow livelier," she says with a smile. "Being assigned to MC's overseas subsidiary is a valuable opportunity. I hope my experience will be some help to other MC employees in similar situations in the future."

### Message from Officer responsible for Human Resources



#### Akira Murakoshi

Member of the Board, Executive Vice President, Corporate Functional Officer, Corporate Communications, Human Resources

MC is globally developing its business in every industry and stage. Therefore, MC has a basic notion that sustainable growth can be achieved by evaluating employees based on their abilities, performance, and contributions, regardless of gender, nationality or age, by assigning the right person in the right place at the right time, and by maintaining diversity among our employees. Particularly for women employees who will undergo several life events like childbearing, MC is taking necessary measures so that they can continue to work with enthusiasm (for those who have a desire to do so), depending on their individual situation.

### Message from Outside Auditor



#### Yasuko Takayama

Audit & Supervisory Board Member

MC has a well-developed system to support both men and women employees in balancing their work and child/family care. MC is also evaluating and treating men and women employees in a fair and equal manner. I hope that MC will create an environment in which the management of each internal organization can entrust more challenging tasks to women employees, and that many women employees can build their career in the future.

## MC Women Overseas (as of April 2018)

