

President's Message on Gender Diversity

In striving toward meeting the goal of "the NYK Group that encourages all group colleagues to bring forth their best to take on challenges", NYK Group has made diversity and inclusion a key pillar in its management strategy.

As articulated in the Medium-Term Management Plan and the "D&I Promise" published in September 2024, fostering an inclusive workplace culture that emphasizes respect and values the diversity of each of our employees is essential for NYK Group's sustainable growth as a global company. While the promotion of diversity must be constantly reviewed in line with the needs of the times, the Company is recommitted to increasing opportunities for women to play an active role and ensuring that gender diversity contributes to the Company's future growth. Though it is not an easy mission, given past biases in the Company's recruitment ratios and within the shipping industry, I would like to take a step forward by clearly declaring our stance as top management.

NYK has continued to strive toward meeting its target of at least thirty percent of managerial roles being held by women by the year 2030 and has engaged with its employees in making policies that foster an environment where women could continue to work. However, it is important to recognize that many of these adopted policies were often driven by male-centric views, hoping that women would not leave the workforce, rather than a genuine consideration of each woman's individual career development at the Company. Going forward, through more focused improvements on our policies and by expanding opportunities available for all women, we hope to incorporate more diverse perspectives throughout our decision-making process. By breaking away from traditionally held beliefs stemming from male-centric societal norms, I am confident that this initiative will serve as a catalyst for NYK to change the way we engage with our stakeholders, conduct our daily business, and develop people's careers in a more meaningful way.

The expansion of opportunities for women will ultimately benefit all employees, regardless of their gender. By enabling all employees to have more diverse and balanced working styles, such as having time for life events, including becoming a caregiver or requiring the time for childcare, each employee is given the opportunity to meet their full potential while working for NYK Group without facing any disadvantages. All executives and colleagues are committed to building a stronger organization by believing in this cause and supporting each other throughout this journey.

October 2024
Takaya Soga
President