

4. HUMAN CAPITAL

General aim: "Capitalise on human resources"

ACHIEVEMENTS:

- MOL Group has been recognised numerous times at an international level for its HR programs. Commendations include the United States-based ERE Recruiting Excellence Award for Freshhh and Growww talent acquisition programs, the Asia Employer Branding Institute's Training & Development Excellence Award, and the Leadership 500 Award by HR.com for MOL's 'LEAD' leadership development program.
- MOL Group launched an integrated IT platform for performance management, career and succession planning and development planning as part of its Annual People Cycle. The state-of-art cloud solution enables improved talent management across MOL Group and contributes to the achievement of the company's goals.
- A new international Exploration and Production talent acquisition program (UPPP) was launched in 2014. A total of 972 teams entered the program from various countries, including Pakistan, the Kurdistan Region of Iraq, the UK, Hungary and Croatia. The new, three-phase program is designed to make sure that MOL benefits from the talent pipeline in a very technical field where there has been a global shortage of professionals.
- To address Exploration and Production-specific challenges, a comprehensive program has been initiated. The HR workstream relies on technical job families with the ultimate objective of shortening Time-to-Autonomy and accelerating the delivery of Group E&P strategic objectives.

CHALLENGES:

- Attracting professionals with a geoscience and/or engineering background to secure a steady supply of talent for sustained growth.
- MOL Group recognizes that the professional development of the petroleum-related workforce is crucial to its future success in the oil & gas industry.

4.1. ATTRACTING TALENT

Related objectives:

- "Talent acquisition approach tailored to attract young professionals with geosciences and engineering background hence secure talent pipeline for Exploration & Production"
- "Implement programs to ensure early engagement of the young generation pursuing paths into the Oil & Gas industry"

The aim of MOL Group's employer branding strategy is to promote the company as the employer of choice to the defined and desired target groups. Employer branding is designed to address the talents who the company needs and wants to recruit and retain. Through talent acquisition and retention, the main purpose of employer branding is to stimulate business growth and achieve strategic goals. A segmented approach is followed according to the different target group (e.g. E&P professionals, engineers, IT professionals, etc) under a common overall employer branding framework. To create both a credible and desirable brand position, MOL Group

conducts vigorous communication campaigns via various channels to present the company as an employer of choice. For example, talent acquisition programs are promoted through multitouch point campaigns which involve all the relevant social media and PR tools. MOL Group has redesigned and re-launched all of its pre-existing key communication platforms (Website, Intranet portal, corporate newsletter and magazine, etc.) to articulate to employees its value proposition (EVP) and to promote its achievements and positive practices, in line with brand strategy. As social media is becoming an increasingly important tool in modern recruiting practices, MOL Group has enhanced its efforts with this form of media, using LinkedIn as a primary social media channel, while Facebook, Twitter and Youtube are also used to reach the relevant target population.

Further to the above-mentioned efforts, our current employees are considered to be the best brand ambassadors. MOL Group encourages and trains its employees to build and update their personal LinkedIn profiles. Employees are empowered to communicate on behalf of the company and to promote and share its news as this type of communication can effectively reach out to prospective candidates in a way that formal, orchestrated messaging might struggle to achieve. MOL Group's achievements with employer branding are recognized globally. The company won the ERE Recruiting Excellence Award for its talent acquisition programs Freshhh and Growww, judged to be the Best College Recruiting Programs globally in 2014.

Educational partnerships

The oil and gas industry is facing an increasing skills gap due to the large number of experienced professionals who are retiring and the lack of natural science experts on the global labour market. As an independent industry player, MOL Group is responding to the shortage of talents by initiating several talent acquisition programs that target students from secondary schools and universities.

- Secondary school concept: To start engaging young talents at an early stage, MOL Group maintains close and regular contact with secondary schools to promote natural sciences and build a long-term relationship that will strengthen the talent pipeline. In major locations where MOL Group operates. In 2014 'MyMentor' program continued hence 16 professors were selected out of more than 1200 nominations in the countries of Hungary, Croatia and Slovakia. Junior Freshhh was launched for the first time in Croatia. Altogether almost 1500 teams registered throughout the 3 countries of Hungary, Croatia and Slovakia.
- University concept and partnerships: MOL Group is committed to supporting education in STEM areas (science, technology, engineering and mathematics) and boosting the number of graduates in these fields. For this reason, MOL Group continued its strategic partnerships with universities and faculties from relevant fields, and its sponsoring of student associations.

Existing talent acquisition programs

Freshhh: this is MOL's innovative online student competition that targets university students across the globe who are potential future employees of MOL Group. The most talented students have the opportunity to secure direct entry into MOL Group's Growww graduate selection process. Since the competition started in 2007, more than 15,000 students have participated. In 2014, a record number

(1570) of three-member teams have applied to enter the competition. The winners of Freshhh 2014 were the team 'Amcord' from Serbia who then entered Growww 2014 to start their careers at MOL Group.

Number of participants in MOL's Freshhh competition

	2010	2011	2012	2013	2014
Number of teams	580	596	694	887	1570
Number of countries	25	62	58	60	76
Number of universities	117	217	251	253	258

Growww: a one year long graduate program which is designed to secure sufficient talent to accommodate MOL Group's business needs. Retention of Growwwers has remained above 80% since the program started in 2007; a figure that demonstrates that outstanding performance is a crucial part of the concept. Growww also promotes diversity: the proportion of female participants is set at a minimum of 40% at a group-level. 2014 was the eighth consecutive year of the program and a record number of 24 MOL Group companies participated in Growww.

PIMS Academy: This is MOL Group's post-graduate course which is run in co-operation with the Hungarian University of Pannonia, Faculty of Information Technology. It is designed to educate specialists to deal with the complex challenges of the global O&G supply chain. In 2014 seven international candidates completed the course and now all of them are employed by MOL Group companies.

New talent acquisition programs in 2014:

UPPP is MOL Group's new Exploration & Production dedicated talent acquisition program which was launched in October 2014. UPPP's target group consists of university students from the fields of geosciences and petrotechnical studies from selected universities. Even in its first year UPPP achieved impressive results regarding talent attraction with 972 registered three-member teams from 14 countries and 27 specifically-targeted, prestigious universities. After the online competition component of the program, the best-performing students are offered careers at MOL Group. The 18 month UPPP Technical Placement Program provides a unique start to the careers of top talents by offering them business and technical development opportunities, HQ exposure and on-site experience with Exploration and Production operations. The aim of the Technical Placement Program is not only to ensure that graduates will join Exploration and Production operations with a thorough knowledge of their field but also to increase their motivation to engage with their future job with MOL Group.

4.2. RETAINING AND REWARDING EMPLOYEES

Related objective:

- "Boost pay for performance culture of MOL Group by providing a competitive and motivational reward scheme, that encourages outstanding business results."
- "Integrated Annual People Cycle incorporates performance and career management resulting in a structured approach to development and succession planning"

MOL Group acknowledges that talent market is especially scarce in the industry, and while setting measures to increase its talent attraction capability, also focuses on retain talent pool and its competitive edge. At the same time headcount efficiency has been gradually improved in recent years. 2014 headcount trends (decreased from 28,769 to 27,499) followed MOL Group strategic directions.

Key measures among other took place in INA and subsidiaries that resulted in headcount decrease. Further to that IES in Italy went through a major organizational redesign in line with the transformation of the refinery into a logistics hub. Retail service station operating model change resulted in outsourcing employees in Serbia and Slovenia.

Competitive compensation

MOL Group compensation schemes are designed to reinforce a merit-based culture by clearly setting apart great results from average and poor outcomes with the goal of motivating personnel to continuously raise the performance bar

In the frame of the above, MOL Group implemented a Total Remuneration approach in 2014. This international principle helps structure major compensation elements, including the Annual Base Salary, Short- and Long Term Incentives and Benefits that together represent MOL Group's compensation strategy.

The major cornerstone of the compensation and benefits architecture is the use of HAY methodology, the most widely-recognized job evaluation method, applied worldwide by over 10 000 companies. Using the HAY method enables the company to create and manage a single, transparent and consistent system that builds a sense of fairness and promotes the accountability-based rewarding of employees. MOL Group in 2014 issued single, transparent, group-level job evaluation methodology and grading guidelines for the purpose of harmonizing job grades and compensation outcomes. In 2014 HAY coverage reached almost 90%.

MOL Group adopted a 'dragging' compensation policy in 2013. The policy implements the principle that compensation (which is based on HAY grades and the outcomes of performance appraisals) should exceed the local market average, while taking into consideration the local company's available financial resources and other limitations.

Notes to the sustainability performance

Ratio of corporate minimum wage to local minimum wage at significant (more than 100 employees*) operating locations (%) [GRI G4-EC5]

COUNTRY (MAIN COMPANY)	2014
Austria (Roth Heizöle GmbH)	100%
Bosnia Herzegovina (Energopetrol d.d.)	101%
Croatia (INA d.d.)	135%
Hungary (MOL Plc.)	144%
Italy (IES S.p.A.)	100%
Romania (MOL Romania PP s.r.l.)	162%
Pakistan (MOL Pakistan Ltd.)	460%
Russia (BaiTex LLC)	220%
Serbia (MOL Serbia d.o.o.)	100%
Slovakia (Slovnaft a.s.)	105%
Slovenia (MOL Slovenija d.o.o.)	100%

*MOL Kalegran B.V. (Kurdistan region of Iraq) has a headcount over 100 but since there is no official local minimum wage in the country it is excluded from the table.

MOL Group has a strict guideline that all employees are entitled to equal compensation regardless of gender, age and nationality. Group-level compensation policies are made transparent and published in Group and local regulations that are made accessible to all employees. Company-level rules are also defined by Collective Agreements (CA).

Short and long term incentives

In order to achieve superior performance, both employee and management compensation is closely tied to performance.

The short-term incentive system differentiates between employee and managerial performance incentives, both of which are connected to the annual target-setting of individual and company goals and annual payouts.

The recently-redesigned Long-Term Incentive Plan (LTI), in line with global best practice, directly links senior and top managerial gains to the long-term strategic interests of shareholders through its two main pillars: Stock Options and Performance Share Plan. The Stock Option program enhances share price increases in absolute terms, while the Performance Share Plan links MOL Group's relative share performance with regional and sector benchmark indices over a 3 year time horizon.

Benefits

Wellbeing is perceived as being of the highest value to employees and is maintained across the Group by increasing Total Remuneration value with competitive benefit schemes. Local legislation, the tax environment and competitiveness on local markets are considered together with overall Group-level consistency when basic benefit elements are defined. The most important elements are the following:

- In most of MOL group's operational areas, social and pension funds exist and employees are covered by them. Such schemes are usually state-controlled but partially private systems also exist.

96% of MOL Group employees are covered by pension contributions which are either paid by the employer or employee – the amounts paid differ by country, based on local legislation. In certain areas of operation employees may choose to contribute to a voluntary pension fund and are allowed by law to use a part or the whole of their fringe benefits (provided by the company) for this purpose.

- Life and accident insurance is available to employees in more than 50 companies, providing one-off payments to employees in the case of 'term life' and accidental events, with 24 hour worldwide coverage.
- MOL Group provides travel insurance for employees who travel on business trips to cover any medical expenses related to accidents and sicknesses that may occur during business trips, with auxiliary assistance service. This benefit is considered to be a basic care component for business-related assignments.

Annual People Cycle

At MOL Group, performance management establishes a culture of high performance in which each employee and each organization takes responsibility for continuously improving business processes and their own skills. Individual targets should be aligned with organizational targets and ensure that employees uphold corporate core values.

The Annual People Cycle (APC) is MOL Group's performance management framework which integrates all the annually recurring standardized HR processes. It ensures that performance management, career and development planning is done in a fair, consistent and transparent way and that employees are working with the right objectives in mind. In 2014 MOL Group implemented a state-of-the-art technological process as a supporting application for APC: a SuccessFactors product which has been proven to be user-friendly and easy to maintain. Its current implementation facilitates a beneficial compromise between corporate HR processes and user-focused visual technology. A clean, updated employee database on the source side and processes that use this data contained within Success Factors are flawlessly united in a web of connective sub modules. The first phase of the APC project incorporates Employee Profile, Performance Management, Calibration, Goal Management, Succession and the Compensation modules.

Elements of the Annual People Cycle are described hereafter.

The Managerial Performance Management System (MPMS) consists of three target elements and their evaluation: corporate, divisional, and individual targets. Besides the key financial indicators, sustainable development, health, safety, environment and HR-related targets are also considered among the targets which are consistently cascaded down the organization from the top management team to lower managerial levels. Meeting SD&HSE and HR targets is mandatory for all MOL Group managers. HR targets focus on APC completion and employee engagement.

The Employee Performance Management System (EPMS) ties corporate objectives to individual performance through a differentiated employee bonus payout, in line with the outcomes of performance evaluation. MOL Group is working to extend EPMS, with the aim of covering all of the companies within the Group. An EPMS system was implemented to INA in 2014 involving approx. 5000 employees.

Employees covered by a predefined and standardized performance appraisal process (%) [GRI G4-LA11]

EMPLOYEE CATEGORY	COVERAGE OF EMPLOYEES BY PERFORMANCE APPRAISAL PER YEAR				
	2010	2011	2012	2013	2014
Executive/ Top Management	100%	100%	100%	100%	100%
Middle/ General Management	100%	100%	100%	100%	100%
First Line Management/ Supervisor	100%	85%	85%	100%	100%
Specialist groups	78%	48%	64%	64%	70%
Employees (below HAY 18)	73%	40%	41%	42%	51%

Career Management System (CMS) & Development processes enable the organization to identify and retain talent. At the same time, managerial succession plans can be drawn up and employee development activities bought in line with MOL Group business strategy. MOL Group's talent pool is reviewed annually in the course of People Review Meetings, where managers of respective areas define their plans for increasing bench strength and identifying development opportunities for talents.

Number of participants in career management system and development processes [GRI G4-LA11]

APC PROCESS	NR. OF PARTICIPANTS PER YEAR			
	2011	2012	2013	2014
CMS & Development	1,320	1,535	2,000	2,100

Employee engagement

Engagement refers to a state of emotional and intellectual involvement and commitment that leads people to do their best work. Employee engagement at MOL Group goes beyond how much people like being part of their organization, which is represented by their satisfaction. One of the principal tools used at MOL Group to measure employee engagement is the Roundtable Survey. At MOL Group engagement is measured biannually and considered to be an important business indicator. Throughout the process MOL Group promotes the safe reporting of views. The most recent survey was conducted in 2012/2013.

Based on the results of the last employee engagement survey we defined actions for improvement (over 1400 individual actions globally). Throughout 2014 we monitored and measured the completion of these activities on a regular basis and celebrated successes as they occurred. By the end of 2014 the majority of activities had been completed.

Also, in the last quarter of 2014 MOL Group conducted a Pulse Check with several focus groups in order to evaluate the overall success of the action plans and to define additional opportunities for improvement.

Employee engagement survey results (%)

EMPLOYEE ENGAGEMENT RESULTS	2008*	2010	2012/13
Coverage	90	90	96
Response rate	50	64	62
Engagement level	67	70	47*

* The engagement methodology changed in 2012 due to the engagement of a new service provider. As a result, the Engagement level data in the table do not show the trend in engagement from 2010 to 2012 since the basis of calculation is different. Compared to 2010 results, the difference is a 2% point decrease.

4.3. DEVELOPMENT OF HUMAN CAPITAL

Related objectives:

- "Build Leadership capabilities, fill technical competency development gaps and have a global leadership competency framework"
- "Develop MOL Group's human capital through creating environment in which employees adhere to highest performance standards, learn and apply innovative ideas, competencies, skills and co-operate for collective business success."

MOL Group's strategic transformation, the increasing speed of change and the need for efficiency improvements in Downstream and capability upgrades in Exploration and Production require new skills and capabilities. As a result, the development of human capital is considered to be a fundamental pillar of MOL Group's success.

Training and development data for MOL Group [GRI G4-LA9]

	2011	2012	2013	2014
Average training time per employee (hours)	21	18	22	24
Average cost of training per employee (th HUF)	51	54	57	76
Average hours of training per employee group (hours)				
Executive/Top management	56	38	19	52
Middle/General management	47	31	34	53
First line management/Supervisor	44	29	40	52
Specialist groups	33	28	37	38
Other employees	19	16	20	21
Average training cost per employee group (th HUF)				
Executive/Top management	688	571	464	1,107
Middle/General management	265	325	287	854
First line management/Supervisor	165	220	207	368
Specialist groups	122	138	127	200
Other employees	37	37	42	61

Learning and development objectives

MOL Group values, promotes and facilitates employee skills development as a key driver for meeting its strategic goals. In 2013-2014 MOL Group started to build a completely new global learning program portfolio and launched mission-critical global people development programs to support the strategic transformation of MOL Group. These learning interventions focused on two subjects:

1. Strengthening technical capabilities. To meet the oil and gas challenges of the 21st century, professionals at all levels need to acquire fresh skill sets.
2. Building Leadership capabilities. Leadership choices and the quality of these choices have a tremendous impact on safety and productivity at both the individual and organizational level. Besides equipping present leaders with the necessary new skill-sets, MOL Group is building its next generation of global leaders via its unique talent programs

Technical capability building

MOL Group recognizes that the development of petroleum professionals' skills is crucial to future success. The global outlook confirms that oil and gas industry is about to enter into a new era when a very different demographic situation will be experienced, while new technologies and scales will demand the acquisition of more skills.

Employees enrolled in Technical Competency Measurement (number of people)

	2010	2011	2012	2013	2014
Exploration & Production	380	630	650	750	850
Downstream	0	230	500	750	950
HSE	0	0	30	30	300
Total	380	860	1,180	1,530	2,100

Knowledge intensity is increasing, along with business complexity. MOL Group must therefore work to promote innovation and the acquisition of new technical skills with reduced time-to-autonomy in technical job roles to ensure it is successful in tomorrow's oil and gas industry environment. Whereas skills are strategic enablers, without people with right skills operational excellence cannot be achieved, and, what is worse, operations may entail a high level of HSE risk that is unacceptable to MOL Group.

To ensure that employees acquire the right skills, as well as achieve functional and technical excellence so they are able to do their jobs according to the standards and meet business needs, MOL Group introduced a Technical Competency Model and related development process 5 years ago. Access to training is driven by the need identified through Technical Competency Development processes, and structured and well-planned training modules are available to our expert pool based on their technical competency requirements and gap analysis, while progress is tracked against learning objectives.

The methodology behind the system is provided by PetroSkills, the leading oil and gas industry training company. Adoption of PetroSkills' Technical Competency System has significantly speeded up the implementation process and enabled adjustment to conform to industry benchmarks. In 2014 the program was rolled-out to Downstream Logistics and the entire pool of HSE experts.

Leadership development

MOL Group maintains its focus on its leadership population in order to equip them with the knowledge and skills they need to achieve the Group's business objectives and secure its future, even in extreme market conditions.

To ensure constant flow through its leadership pipeline, MOL Group launched LEAD - its leadership education program for the Group's top talents - in 2013, partnering with the well-acknowledged regional Cotrugli School of Business (Croatia) and the globally-renowned Thunderbird Global School of Management (USA). LEAD is organized around three nested leadership talent pools.

While still ongoing, in 2014 LEAD proved to be of great assistance in strengthening the Group's management. 30% of all participants had been promoted by the end of 2014. Further, the quality of the program design has been verified by external benchmarks. In 2014 LEAD won the Leadership 500 Excellence Award and Asia's Training & Development Excellence Award for Best Leadership Development Program in two categories: Middle and Top Management.

To provide learning opportunities to all of MOL Group's managers and to define Group-wide common leadership practices, MOL Group launched Intensity, its modular leadership development program, in co-operation with Management Centre Europe (MCE), the largest provider of talent development programs in Europe and the Middle East.

Intensity provides a selection of courses that are organized into a matrix based on the level of leadership (from Individual Contributors awaiting a management role through Senior Leaders) and key leadership competencies. Managers can pick the right course based on their actual development needs which are identified by the outcomes of the annual performance management cycle. Intensity is designed to efficiently integrate knowledge into the workplace by offering pre and post-course activities and a blended learning solution.

Local specific needs may be addressed by locally initiated programs, in line with the group level direction. An example is the Hungarian Downstream operation where leadership succession program has been running for 2 years now. There have been 17 participants who not only completed courses but have been leading projects as well. The estimated and expected financial benefit of these projects in total is almost HUF 3bn.

Trade unions and collective bargaining agreements (%) [GRI G4-11]

	2010	2011	2012	2013	2014
Employees represented by trade unions	94.5	94.8	94.8	96.0	94.4
Employees covered by collective bargaining agreements	94.5	95.0	91.7	90.1	88.7

Division-specific development programs

MOL Group Exploration and Production has defined the strategic objective of expanding its Exploration and Production portfolio internationally, increasing production significantly and becoming a sizeable and reputable international player. The Global oil and gas outlook confirms that without strong people fundamentals basics and new technical skills, business growth is will be at risk. A holistic HR program that efficiently addresses each component of the people challenge was launched in 2014. Finalization of the design and implementation of the program activities is planned for 2015. Program elements will include identification of future resource needs, building a Technical Career Ladder as an alternative to a managerial path, development of a uniform E&P Technical Learning Curriculum, boosting innovation and knowledge sharing across organizations using Communities of Technical Excellence and strengthening leadership capabilities.

ADVancE is a 4-month-long internal training program for Downstream which increases the understanding of selected DS experts of the entire MOL Group DS supply chain by supplying them with comprehensive knowledge about each area using a 'connect the dots' approach. In 2014, MOL Group developed the content and organized the program. Participants have already been selected by Group Downstream top management. The first ADVancE program will run in H1 2015.

Another important program in Downstream business is our Production Rotation Program. Selected participants (appointed by managers) spend 1-2 months at a site that is different from their current workplace. The main aim of this Program is to ensure that professional refining-related knowledge and expertise is shared throughout the Group, as well as to create a strong and efficient social network among Group Downstream Production sites. MOL Group launched its DS Production Rotation Program in 2011 and since then more than 90 people have participated from all 4 refineries. In 2014, 28 refinery experts were invited to join this Program.

4.4. COMMITMENT TO FAIR EMPLOYMENT

Related objective: "Enhance responsible employer practices to ensure the engagement and diversity of the workforce"

Employee relations

The freedom of association and collective bargaining is considered to be of fundamental importance to MOL Group.

The European Works Council (EWC) ensures the representation of employees at a MOL Group level and keeps them informed on an ongoing basis about decisions taken in different countries which are within its competence. On MOL's supervisory board, employee representatives (one third of all members) are delegated by the EWC. The European Works Council contains members from all major subsidiaries that operate in Europe, but it also has contact points in Russia and Pakistan. The EWC has one general meeting a year, and holds one meeting at least once a year together with MOL Plc.'s Hungarian Works Council.

At MOL Plc. (Hungary) employee representatives are invited to Collective Agreement (CA) negotiations, professional discussions about CA-related issues, a commenting process related to the activities of the Employer and works councils meetings (on a monthly basis). In 2014 a total of 53 sessions took place with the objective of promoting the sharing of information. Further to that, 30 meetings took place which involved discussions and/or negotiation about specific topics.

The Works Council of INA (Croatia) was established in 2011 and has 25 member trade unions with which the Employer maintains a regular dialogue. One assembly organized by the Works Council was held in 2014, while 22 regular meetings were held with social partners and 6 meetings were held with trade unions (which resulted in agreement about 3 social clauses for workers). Approximately 35 negotiation-focused meetings were held in 2014, including the involvement of managers of certain business segments.

In Slovnaft (Slovakia), the fundamental agreement between employer and employees takes the form of a Collective Agreement. 36 meetings took place between employer representatives and trade unions in 2014.

In October 2013, MOL Group announced its intention to transform IES Mantua refinery into a logistics hub. Beginning in 2014, IES negotiated and reached agreements with Trade Unions and external parties (including the Ministry of Economic Development, Lombardy Region, Mantova Municipality) about the transformation and re-industrialization of company activities. Meetings at which trade unions and external stakeholders participated were regularly held throughout 2014 in order to ensure that the activities so far implemented by the company that concern employment levels, reindustrialization processes and environmental issues continue to be monitored.

The Health and Safety of employees is an integral part of agreements and discussions with trade unions. At MOL Plc. a works safety update is a standard agenda item for Works Council meetings, while 38 employee representatives work in four safety-at-work committees or independently. Safety-at-work representatives have the responsibility to review that labour conditions are safe, they participate in the investigation of incidents, in risk assessments and in the elaboration of work orders. In Slovnaft, employee interests concerning health and safety are represented by more than 100 employee representatives from separate departments who are appointed based on the proposals of trade unions. At INA in 2014 there existed a total of 29 safety-at-work committees and subcommittees, while 79 safety-at-work commissioners are also active.

Diversity and inclusion

MOL Group promotes a culture of diversity, creating an environment that allows our global workforce of diverse backgrounds, experiences and perspectives to contribute to achieving results without boundaries. Accordingly, the company continues to internationalize organizations, advocate high-quality knowledge transfer between different generations and to embrace the diversity that promotes creativity and innovation. By doing so, MOL Group attracts, engages and retains top talents that create greater value for our business. MOL Group is committed to ensuring equal opportunities in recruitment, career development, promotion, training and reward processes for all employees.

Internationalization is clearly evident at MOL Group's HQ, where 14% of all employees, representing 23 nationalities, are non-Hungarian. Moreover, more than 360 of our colleagues are working on international assignments. Meanwhile, the proportion of female Growww program participants is at around 36% (an increase of 16% compared to 2013). A women's leadership network, a new forum for supporting knowledge and skills transfer and networking, has been established at MOL Group. The first formal meetings have already been held in 2014. In Hungary, MOL introduced flexible working arrangements for its employees in 2014 as a pilot project at a few units. These arrangements support flexitime and working from home. This program fosters diversity and supports a better employee work-life balance, hence increasing employee commitment and entrepreneurship.

not only keeps contact with employees who are on maternity leave but after their return to work, as far as possible, MOL Plc. offers them flexible working arrangements and the opportunity to occasionally work from home.

In terms of rehabilitation procedures, MOL Group pays special attention to employees whose ability to work has changed and those with disabilities. If any of MOL's employees become disabled, then the Company will always investigate further employment options. The Company operates a rehabilitation committee to support this process.

The Company has assessed the positions at MOL Plc. that can be filled by employees whose ability to work has changed. Additionally, new recruitment channels for employees with disabilities have been identified and can now be used. In 2014, 15 employees with changed working ability were employed by MOL Plc, which also resulted in savings of 11,766,900 HUF in rehabilitation contributions.

Some other great achievements that support our Diversity & Inclusion strategy include the buddy and mentor program for Growww participants. At INA we collected local applications for scholarships for children, for Homeland War veterans and other planned scholarships and work life balance initiatives.

One of our most significant achievements in the field of diversity is the fact that a first group of female employees at MOL Pakistan (7 newly-hired female trainee engineers) were put through the Growww Program in 2013 and continued to work for MOL Group in 2014.

Part-time employment at MOL Group

	2010	2011	2012	2013	2014
Part-time employees (number of people)	191	261	293	263	282
Proportion of part-time employees to total workforce	0.59%	0.83%	0.99%	0.91%	1.03%

Employee representation organizations and the Company – as employer – have signed MOL Plc.'s II. Equal Opportunity Plan for the next 2 years (2013 – 2015) which covers Hungarian operations.

The plan covers all the employees of MOL Plc. and pays special attention to upholding the rights of employees on maternity leave, single parents, parents with two or more children under age ten, employees with any kind of disability or who are over the age of 50, and those who belong to a national or ethnic minority. The main purpose of the plan is to improve the working and employment conditions of these employee groups and to focus on meeting their special needs. As a result, a new initiative was launched: the "Layette benefit" contribution. MOL Plc.