



Improving Work Satisfaction, Cultivating Human Assets

In conducting business, the Nichirei Group places the highest importance on human assets. Further, in order to invigorate our organization, improve productivity, and create a vibrant workplace it is not only on our values and ideas that we depend but, to a large extent, on our diverse human assets.

In 2017, we formulated the Nichirei Group Workplace Improvement Policy, set targets for each Group company based on it, and commenced promoting a number of initiatives over a five-year period to FY2022.

The Diversity Promotion Council and the Group Health Promotion Liaison Committee have been organized under the Group Human Resources Committee to improve work satisfaction. They discuss human asset-related strategies to realize Group-wide sustainable growth, exchange opinions, and share information on specific measures, after which they confirm their progress.

Workplace Improvement Policy

<https://www.nichirei.co.jp/english/csr/work/policy.html>

Workstyle Reforms: Main Measures and Activity Progress

Policy	Ideal State	Priority Measure	Main Activity		
			FY2018	FY2019	FY2020
Enable Diverse Style	Employees shall have a certain degree of freedom to choose their workplace and working hours, to suit personal circumstances. Systems to maintain these conditions are to be put in place.	Provide working condition options		<ul style="list-style-type: none"> New in-house childcare facility Opened in the Tokyo head office building in April 2018 	<ul style="list-style-type: none"> Full-scale introduction of telework All worksites except food factories and logistics offices
	Systems are to be established to prevent employees' careers from being disrupted or ended because of such circumstances as childbirth, childcare, nursing care, poor health, relocation of a spouse, or disease.	Set up systems to prevent disruption of employee careers	<ul style="list-style-type: none"> Implementation of career development programs for female employees Career training for 3 terms (3rd-5th terms) Target: 32 people 	<ul style="list-style-type: none"> Implementation of career development programs for women Women's success event "Next Step for 2021" Target: 163 people Nursing care seminar Held four times, 115 participants 	<ul style="list-style-type: none"> Introduction of comeback system Purpose: Ongoing career support for life events and growth Leave system due to spouse transfer Purpose: Examination and introduction of multi-career formation in collaboration with other companies Nursing care seminars and nursing care handbook creation Conducted four times, 103 participants
Prevent excessive working hours	Through collaborative labor and management initiatives for workplace improvement, working hours shall be limited to levels that allow each employee to demonstrate their ability and perform satisfying work in good health.	Promotion of paid leave	<ul style="list-style-type: none"> New working hours management system introduction test Implementation of overwork countermeasures through labor-management collaboration 	<ul style="list-style-type: none"> 100% introduction of new working hours management system Guidance on long working hours through introduction of a working time management system Implementation of measures against overwork through labor-management collaboration Nichirei Group working hours guidelines formulated through labor-management 	<ul style="list-style-type: none"> Introduced new expense settlement system Five-day introduction of planned annual leave system Implemented e-learning: Revised labor laws, working hours awareness Target: 5,101 employees participated Implementation of measures against overwork through labor-management collaboration
Ensure Equal Opportunity	In providing employees with equal opportunities and education, we support their development into a valuable force for the Nichirei Group.	Promote the advancement of female employees	<ul style="list-style-type: none"> Logistics Group: 3rd and 4th "Sakaseru Roji-Jo Forum" Target: 132 female employees (275 participants in total) Nichirei Foods: LADY GO UP Target: Female employees at the five food manufacturers (eight female Nichirei Foods employees) Summary: Seminar for building external networks and career development 	<ul style="list-style-type: none"> Logistics Group: 5th and 6th "Sakaseru Roji-Jo Forum" Target: 129 female employees (404 participants in total) Theme: Work values and workplace for women Nichirei Foods: LADY GO UP Target: Female employees at the six food manufacturers (eight female Nichirei Foods employees) Summary: Seminar for building external networks and career development 	<ul style="list-style-type: none"> Logistics Group: 7th and 8th "Sakaseru Roji-Jo Forum" Target: 118 female employees (522 participants in total) Nichirei Foods: LADY GO UP Target: Female employees at the six food manufacturers (eight female Nichirei Foods employees) Summary: Seminar for building external networks and career development
		Diversity and inclusion	<ul style="list-style-type: none"> Nichirei Foods: Diversity Forum "SPIRAL UP" Target: Deepen understanding of various work styles centered on the department and section managers at each of the five food manufacturers. 31 Nichirei Foods employees (21 men, 10 women) 	<ul style="list-style-type: none"> Nichirei Foods: Diversity Forum "SPIRAL UP" Deepen understanding of various work styles centered on the Department and Section managers at each of the six food manufacturers. 35 Nichirei Foods employees (26 men, nine women) 	<ul style="list-style-type: none"> Nichirei Foods: Diversity Forum "SPIRAL UP" Deepen understanding of various work styles centered on the Department and Section managers at each of the six food manufacturers. 60 Nichirei Foods employees (46 men, 14 women)
	Job positions and employment opportunities for people with disabilities shall be created to allow them to earn a living through stimulating work, with a vision to ultimately.	Provide stimulating employment opportunities for people with disabilities	<ul style="list-style-type: none"> Disabled employment rate: 2.5% (32 people with disabilities employed) 	<ul style="list-style-type: none"> Disabled employment rate: 2.56% (30 people with disabilities employed) 	<ul style="list-style-type: none"> Disabled employment rate: 2.75% (34 people with disabilities employed)
As the healthy life span of people becomes longer, we will create spaces enabling seniors to leverage their distinctive experience and play an active role reflecting their individual values and workstyles.	Create employment opportunities for older people	<ul style="list-style-type: none"> 44 employees rehired after retirement (48 retirees) 	<ul style="list-style-type: none"> 59 employees rehired after retirement (64 retirees) 	<ul style="list-style-type: none"> 57 employees rehired after retirement (65 retirees) 	

Supporting Non-Japanese Trainees' Careers

The Nichirei Group provides educational opportunities for career paths and advancement so that diverse human assets are able to play an active role in their respective workplaces with satisfaction and vitality.

We also strive to create workplaces in which foreign technical intern trainees can work in Japan with a sense of satisfaction.

In addition, we introduce the workplaces of each Group company in the countries in which they operate, and make proposals there, so that workers are able to continue their careers utilizing Japan-acquired know-how. This expertise includes hygienic methods of food management, occupational safety norms, and health-related practices.

Topic

Fresh Maruichi (Head Office: Onahama Factory in Fukushima Prefecture)

A Vietnamese technical intern trainee who worked at the Fresh Maruichi Onahama Plant for four years starting in 2015 continues to perform quality control work at the newly established Nichirei Fresh fish processing plant in Vietnam. She plays an active role in her home country by utilizing what he learned at food manufacturing sites and by doing quality control-related work in Japan. In FY2021, one former foreign technical intern trainee began work at the same Vietnamese plant. Nichirei plans to continue supporting the career advancement of its foreign trainees.



Articles introducing the Onahama Factory in the Group's in-house magazine (left: Japanese, right: Vietnamese)

Human Asset Development

Each fiscal year, the Nichirei Group provides employees with a one-year educational program. It is devised by the Human Resources Committee in accordance with Group Education and Training Rules to support the career advancement of each employee.

In addition, to improve employees' skills, we conduct e-learning courses focused on quality, safety, governance, and compliance for all employees in Japan using the Nichirei intranet.

Level-based training plan

Training plan	Objective	Target
Executive Coaching	To stimulate better management decisions, improve organizational growth, and business performance. Changes in the thinking of executives is expected to have a ripple effect on employees, resulting in improved productivity.	Executive officers
Next-generation Management Team Development Program	To foster management capabilities, world-standard leadership, and decision-making criteria by cultivating ideas based on broad perspectives.	General managers, department managers
Leader Training	Creating true managers: Fostering human assets able to play a part in creating a strong and autonomous organization which discovers problems that need to be solved and creates its own solutions to become an organization that is relied on by businesses.	Managerial staff
Evaluator Training	To teach the principles of evaluation and deepen understanding of the purpose and significance of goal management and evaluation systems.	New attendees (such as recent graduates, career hires, transferred employees)
Facilitation Training	To understand such concepts as meeting preparation, meeting management, and follow-up, in order to conduct efficient meetings.	All employees
Training for Newly Appointed Managers	To elucidate the role of managers expected to lead the organization, and the viewpoints, perspectives and key behaviors required.	Newly appointed managers
First Career Training	To inculcate basic behaviors essential for human assets to produce results expected by the Company and supervisors.	New hires, employees in their second and third years of employment
New Employee Training	<ul style="list-style-type: none"> To reorient the mindset from that of a student to that of an employee (teaches proactive behavior, disciplined behavior, and expected business etiquette) To promote understanding of the Nichirei Group and a sense of belonging 	New hires, employees in their second and third years of employment