

# Improved Job Satisfaction, Workstyles



In 2017, the Nichirei Group formulated a Workplace Improvement Policy, reflecting the promise in the Nichirei Pledge to increase job satisfaction. By accepting different values and acting on a variety of ideas, we aim to create a vibrant workplace, improve productivity and revitalize the organization. We are working to spread awareness and promote increased job satisfaction in each Group company by encouraging both the sharing of progress reports on measures being undertaken and other information, as well as the horizontal deployment of effective measures at all Group companies.

## Workplace Improvement Policy

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

Enable Diverse Working Styles	▶ Provide working condition options	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.
	▶ Set up systems to prevent disruption of employee careers	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.
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.
Ensure Equal Opportunity	▶ Promote the advancement of female employees	Female employees shall be given the same opportunities as their male peers and offered necessary training in recognition of their value to the Nichirei Group.
	▶ Provide stimulating employment opportunities for people with disabilities	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 eliminate the distinction between people with or without disabilities in society.
	▶ Create employment opportunities for older people	As people live longer, healthy lives, opportunities shall be created to allow older people to play an active role in the workplace by drawing on their particular skills bearing in mind individual working styles and values.

Human Assets Committee

The Human Assets Committee, which promotes the increased job satisfaction-related part of the Nichirei Pledge, meets twice each year.

The Diversity Promotion Conference, under the Group Human Assets Committee, meets with labor and management twice a year to monitor measures undertaken at each Group company in relation to human rights, job satisfaction, the workstyle of each employee, support for active participation in the workforce by women, the employment of foreigners, workstyles that differ according to life stage and age, as well as the employment of and collaboration with, the disabled.

Human Assets Development

The president of each Nichirei Group operating company is responsible for building systems that develop optimal human assets for the Company.

These measures are reviewed annually, as required by the education and training policies of each operating company, while related plans and their results are monitored by the Group Human Assets Committee, which meets twice each year.

Level-Based Training	• New employee training, first career training (1-3 years after joining the Company) • Management training • New officer seminars	Objective-Based Training	• Facilitation training • Nursing care seminars • Career development programs for female employees
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## Workstyle Diversity

### In-House Childcare Facility

In April 2018, Nichirei opened an in-house daycare center at its Head Office, located in the Tsukiji district of Tokyo's Chuo Ward. This is one of the Group's workstyle reforms, designed to enable the early return to work by those employees raising children and to support a work-life balance.

In an effort to assist members of the community, by helping alleviate the problem of long waiting lists at childcare facilities, we are also accepting a fixed number of local children at the daycare center.



Daycare children visit the workplace

## Operational Innovations

### The Use of Robots

The Nichirei Logistics Group is promoting the introduction of robotic process automation (RPA) to innovate office operations. RPA allows automation across applications through the use of computers even by those without programming knowledge; worksite employees have created and used original RPA scenarios on their own.

In fiscal 2019, when full-scale deployment of the process began and the goal was to convert 10,000 hours of human labor to RPA each year, we actually converted 20,000 hours. In addition to resolving the problem of long working hours, the time freed up by automated operations allows for a shift in emphasis from office operations to resources; strengthens communications with worksites; and allows sufficient time for staff to meet with visitors, including business partners. In addition, the extra time available has made possible the creation of new added value operations and increased job satisfaction among all employees.

In fiscal 2020, we aim to convert 180,000 hours of human labor into RPA and cultivate 100 more employees able to create RPA scenarios.



Worksite employees engaged in RPA operation training

## Providing Equal Opportunities

### Participation by Women

As part of its effort to promote the participation of women in the workplace, the Logistics Group held the sixth *Sakaseru Roji-Jo Forum* in January 2019. Sixty-one female employees from each region across the country gathered to learn about the background, current status and future prospects of efforts promoting women's active participation in the workplace. For the first time, senior employees, including men, attended in 2019.

The forum acknowledged people's values with regard to work, as well as the need to create networks among employees in each region through discussions regarding participant work values and the creation of workplaces where women can work in ways that best suite them.

In fiscal 2019, Nichirei Foods held seminars for female employees in collaboration with other food manufacturers. These seminars included SPIRAL UP!, a diversity forum aimed at building awareness and LADY, GO UP!, a seminar aimed at building external networks and career development.



Sakaseru Roji-Jo Forum

### Work for Seniors

In 2002, the Nichirei Group set up the Senior Staff System to provide employment opportunities for employees on retirement. After reaching the retirement age of 60, those wishing to continue working may do so until the age of 65. At present, we employ more than 100 senior members of staff, whose experience and knowledge contribute to Group development.



Lecture on frozen foods during a virtual factory tour

### Workplaces for the Disabled

The Group encourages the employment of people with disabilities, 30 of whom work at our special subsidiary, Nichirei Aura.

They are engaged in a wide range of operations, including the cleaning of the head office and food factories located at Group companies, as well as office interiors within our logistics centers and the maintenance of green spaces. The Group will continue to create comfortable working environments for individuals with disabilities.