

Improving Work Satisfaction, Cultivating Human Resources

In conducting business, the Nichirei Group places the greatest importance on human resources. Furthermore, in order to invigorate our organization, improve productivity, and create a vibrant workplace we not only depend on our values and ideas, but also, to a large extent, on our diverse human resources.

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

The Diversity Promotion Council and the Health Promotion Council have been organized under the Group Human Resources Committee to improve work satisfaction. They discuss human resource-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 (FY2019–FY2021)

Policy	Ideal State	Priority Measure	Main Activity		
			FY2019	FY2020	FY2021
Enable Diverse Styles of Working	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 	<ul style="list-style-type: none"> Introduction of super flextime work system Core time eliminated except at some work sites such as factories and distribution centers
	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 women Women's success event "Next Step for 2021" Target: 163 people Nursing care seminar Conducted 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 	<ul style="list-style-type: none"> Expansion of childcare and nursing care leave Leave can be taken in hourly units Half days and whole days can be converted and taken as accumulated annual paid leave Nursing care seminars (held online) Conducted on November 18 and 26 (60 minutes each), 60 total participants Information (provided on intranet) on support for balancing nursing care with work
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"> 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 collaboration 	<ul style="list-style-type: none"> Introduced new expense settlement system Introduced planned five-day annual leave system Implemented e-learning: Revised labor laws, working-hour awareness Target: Employees; 5,101 participants Implementation of measures against overwork through labor-management collaboration 	<ul style="list-style-type: none"> Set quantitative target (average annual paid leave use of at least 10 days across the Group), and encouraged employees to take annual leave Ongoing implementation of measures against overwork through labor-management collaboration Implementation of human resource management education via e-learning
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: 5th and 6th "Sakaseru Roji-Jo Forum" Target: Female employees; 129 participants (404 participants in total) Theme: Work values and workplace for women Nichirei Foods: LADY, GO UP! Target: Female employees at 6 food manufacturing companies (8 female Nichirei Foods employees participated) 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: Female employees; 118 participants (522 participants in total) Nichirei Foods: LADY, GO UP! Target: Female employees at 6 food manufacturing companies (8 female Nichirei Foods employees participated) Summary: Seminar for building external networks 	<ul style="list-style-type: none"> Nichirei Foods: LADY, GO UP! Target: Female employees at 6 food manufacturing companies (8 female Nichirei Foods employees participated) Summary: Lecture by external female officer and seminar for building external networks and career development
		Diversity and inclusion	<ul style="list-style-type: none"> Nichirei Foods: Diversity Forum Deepen understanding of various work styles centered on department and section managers at each of 6 food manufacturing companies. 35 Nichirei Foods employees (26 men, 9 women) 	<ul style="list-style-type: none"> Nichirei Foods: Diversity Forum Deepen understanding of various work styles centered on department and section managers at each of 6 food manufacturing companies. 60 Nichirei Foods employees (46 men, 14 women) 	<ul style="list-style-type: none"> Nichirei Foods: Diversity Forum Lecture held (February 25, 2021) Target: Officers (8 participants) and employees (approx. 140 participants) Nichirei Foods: Meeting of general managers from 6 food manufacturing companies Meeting of general managers of planning departments from 6 food manufacturing companies 2 executive officers, 5 general managers, 14 employees from secretariat (21 people from 6 companies) Nichirei Foods: 10th year of J-win Female leaders training program organized by non-profit organization J-win (one-year program)
	Job positions and employment opportunities for people with disabilities shall be created to enable them to earn a living through stimulating work, with a vision to ultimately eliminate the distinction between people with or without disabilities in society.	Provide stimulating employment opportunities for people with disabilities	<ul style="list-style-type: none"> Disabled employment rate: 2.56% (104 people with disabilities employed) 	<ul style="list-style-type: none"> Disabled employment rate: 2.75% (101 people with disabilities employed) 	<ul style="list-style-type: none"> Disabled employment rate: 2.80% (101 people with disabilities employed)
	As the healthy life span of people becomes longer, we will create workplaces that enable 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"> 59 employees rehired after retirement (64 retirees) 	<ul style="list-style-type: none"> 57 employees rehired after retirement (65 retirees) 	<ul style="list-style-type: none"> 51 employees rehired after retirement (59 retirees)

Supporting Foreign Technical Interns' Careers

The Nichirei Group provides training opportunities based on career path planning and development so that diverse human resources are able to play an active role in their respective workplaces, based on satisfying and stimulating work. In Japan, we strive to create workplaces that offer foreign technical interns a sense of job satisfaction.

In addition, we provide introductions for foreign technical interns to Group company workplaces in their own countries, and opportunities that enable them to continue their careers utilizing expertise acquired in Japan. Training covers such topics as food hygiene management and occupational health and safety.

Nichirei Fresh Maruichi (Head Office: Onahama Plant in Fukushima Prefecture)

A Vietnamese technical intern 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, utilizing what she learned at food manufacturing sites and by doing quality control-related work in Japan. In FY2021, one former foreign technical intern began work at the same Vietnamese plant. Nichirei plans to continue supporting the career advancement of its foreign technical interns.



Articles introducing the Onahama Plant in the 2020 Spring edition of the Group's in-house magazine *OriOri* were translated and shared at Trans Pacific Seafood's factory in Vietnam (left: Japanese, right: Vietnamese)

Comment from a Former Vietnamese Intern Employed at TPS

Do Thi Van
I came to Japan in 2015. After working at the Fresh Maruichi Onahama Plant as a technical intern for three years, she learned the basics of quality control at the Onahama Plant for one year. Since returning to Vietnam, she has been working at the marine product processing factory of Trans Pacific Seafood (TPS), established by Nichirei Fresh in 2018.

Fresh Maruichi is a very employee-friendly company. Everyone, from the president to part-time workers, is kind and friendly, which makes every day enjoyable. Because I had studied pharmaceuticals at university in Vietnam, when my training ended at the Wakamatsu Plant, Fresh Maruichi President Onishi (president at that time) suggested that I try working in quality management, and I transferred to the Onahama Plant. I have come to feel strongly about the importance of quality control.

I wanted to work in Japan longer, but when I heard the company planned to build a factory in Vietnam, I was happy since that would enable me to live with my children. My current goal is to work hard alongside my TPS colleagues, and first and foremost, generate solid profits!

Human Resource Development

Each fiscal year, the Nichirei Group provides employees with an educational program for the year. 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, we use the Nichirei intranet to conduct e-learning courses for all employees in Japan to develop their skills in areas such as quality, safety, governance and compliance.

Level-based Training Plan

Level-based Training Plan	Objective	Target
Executive Coaching	To improve management decision making, organizational growth and business performance. (Changes in the thinking of executives is expected to have a ripple effect on employees, resulting in improved productivity of organizations.)	Executive officers
Next-generation Management Team Development Program	To foster management capabilities, world-standard leadership and decision-making criteria through the cultivation of ideas based on broad perspectives, including philosophical and cognitive approaches.	General managers
Leader Training	Creating true managers: Fostering human resources able to play a part in creating a strong and autonomous organization capable of discovering issues that need to be addressed and formulating its own solutions, and in so doing become an organization that operating companies can rely on.	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 entrants (such as recent graduates, mid-career hires, transferred employees)
Facilitation Training	To teach understanding of 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 resources to produce results expected by the Company and supervisors while applying logic-based solutions.	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 foster understanding of the Nichirei Group and team spirit 	New hires, employees in their second and third years of employment