# **Human Resource Initiatives**

The Group aims to be a place where employees can feel truly happy and fulfilled through such initiatives as workstyle reform, compliance activities, human-resource development, and creating healthy minds and bodies.

#### PROMOTING WORK-STYLE REFORM

We are creating a workplace that empowers diverse human resources, including increasing the ratio of women in leadership positions to 12% by 2020.

In fiscal 2017, NH Foods Ltd. began a telework trial and expanded eligibility for flextime to support diverse work styles, including balancing work with child or nursing care. In fiscal 2018, it began a trial child/nursing care flextime program for full-time employees who are not eligible for flextime.



## COMPLIANCE MEETINGS

We provide opportunities for each employee to conduct voluntary compliance activities, with the goal of creating workplaces our employees can be proud of.

In fiscal 2017, around 18,700 people participated in compliance meetings. Participants learned about the compliance attitude, deepened their understanding while exchanging views, and thought about their own ideal workplaces, while considering how to incorporate such an attitude and the way it relates compliance matters into their daily activities.

FISCAL 2017 **COMPLIANCE MEETING PARTICIPANTS** 

Around 18,700

#### CREATING HEALTHY MINDS AND BODIES

We work to promote health, with the NH Foods Group Health and Safety Declaration as our basic policy, and seeing the health of each individual employee as one of our management foundations.

Our activities in fiscal 2017 included a health and food education seminar with the aim of imparting correct knowledge of food, and "smokerlyzer checks" to promote cessation of smoking. At health and exercise seminars held in July and October, former players of the Hokkaido Nippon-Ham Fighters and Cerezo OSAKA, and a dance academy instructor, delivered a presentation on health and gave coaching on stretching.



Health presentation by dance academy instructor

# HUMAN RESOURCE DEVELOPMENT THROUGH MANAGEMENT BY OBJECTIVES (MBO)

The Group places "ideal human resources sought by NH Foods Group" at the root of its human-resource management. We promote strategic development and utilization of human resources by operating a PDCA cycle of hiring, education and development, evaluation and treatment, and transfer and assignment.

In fiscal 2017, NH Foods Ltd. provided Management by Objectives (MBO) training to 357 managers with the aim of operating this PDCA cycle effectively. In fiscal 2018, we expanded the scope of this training to include full-time employees. The goal of MBO is to improve the performance of the organization by uniting the objectives of the organization with the objectives of the individual, and giving each individual a sense of fulfillment and growth by achieving their personal objectives.

#### **IDEAL HUMAN RESOURCES SOUGHT** BY NH FOODS GROUP

Absolute Reliability	Human resources who can communicate bilaterally, inside and outside the company Understand our social mission, including quality (of products/people) and compliance, and can build relationships of trust with all people
Novel Creativity	Human resources who are not satisfied with the status quo but who can create something new in terms of products and services Create new value, and increase brand value by leading in the vanguard of the times
Endless Challenges	Human resources who can con- stantly strive to reach higher goals Proactively achieve ambitious goals for the continuous growth of the NH Foods Group

### GLOBAL HUMAN RESOURCES DEVELOPMENT

The Group promotes the development of a strong organization and human resources that can take on the world as we aim to accelerate our transformation into a global company. We define human-resource classifications and strive to develop abilities required in accordance with the characteristics of our operations. We also work to create a stronger organization by assigning people to workplaces that match their abilities.

Sharing philosophy and policy

Human resources for management

Swift decision-making

Human resources for management and governance

Adaptation to management environment, strong leadership, advanced expertise

(1) Development of human resources who can actively work on a global scale (Diversity) (Accepting different cultures) (Accumulation and sharing of knowledge, experience and technology) (Equal, fair, and transparent systems)

organizational strength

Development of a strong organization and human resources that can take on the world

Acceleration to a global company

1 Human resources management to promote business globally

2 Strategic human resources management

(2) Development of mechanisms for human resources placement that enhance our Understanding the needs of organization and the

workplace

Understanding and visualizing human resources information Systematic acquisition and development of human resources