

# Human Resource Development

## Management information

### Relevance to our business

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Having major bases in 14 countries, the Fuji Oil Group is expanding our business globally (as of June 2022). Our business is supported by about 6,000 employees. They are our important stakeholders who make the Group's value creation possible. Human resource development forms the foundation of our value creation while contributing to each employee's capacity development and skill improvement.

### Basic approach

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The Fuji Oil Group believes that developing an organization with people capable of responding flexibly to unforeseen circumstances is important to adapt to every change in the business environment and continue contributing to society. Under the concept that a company and its employees grow together and support each other, we focus on the fostering of management personnel to strengthen our organizational capability. We also develop human resources to support global business expansion and employees' autonomous learning.

Based on this notion, the Fuji Oil Group established the Human Resources Policy.

#### Human Resources Policy

1. Providing highly motivated employees with a workplace where they are encouraged to make the most of their abilities.
2. As a global company, providing a working environment where a diverse range of employees are encouraged to play an active role.
3. Establishing and operating a fair and equitable personnel system (appraisal/benefits/training).
4. Providing well-structured educational and training programs and creating a corporate culture that supports the fostering of one's skills and capabilities.
5. Supporting diversified working styles and providing a safe workplace that is comfortable to work in.

### Management system

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Initiatives for human resource development were overseen by the Chief Administrative Officer (CAO) in FY2021. Since FY2022, that role has been transferred to the Global HR Group at Fuji Oil Holdings Inc. and to the Human Resources Department at Fuji Oil Co., Ltd. The president of each Group company also serves a central role in advancing human resource development. Important initiatives are reported and reviewed at the Management Committee Meeting.

## Specific initiatives

### Development of human resources with global business skills

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To keep up with the accelerating pace of our global strategies, we conduct initiatives to recruit, promote, and develop human resources that can demonstrate their capabilities globally.

## Cultivating management personnel

In FY2020 we launched the Talent Development Committee to carry out comprehensive discussions on the global and strategic development of executive candidates and foster the next generation of Group leaders. In FY2021, we documented the qualities required of future executive managers and implemented measures based on those requirements. Going forward, we will strengthen the development of diverse executive managers who can move the Group forward regardless their nationality, gender, or background.

In addition, aiming to develop candidates for future management positions at an early stage, Fuji Oil Holdings Inc. and Fuji Oil Co., Ltd. have been conducting a training program since FY2016. This program incorporates performance assessments and aims at helping trainees to grasp their behavior trends in group and individual situations through group discussions and interview exercises. Eighteen employees underwent the training in FY2021. The program is designed to help the trainees understand what a manager should be like, and objectively identify their own strengths and weaknesses. Moreover, it involves post-training feedback meetings with their supervisors and HR Department staff, and on-the-job training (from planning to review). We aim to achieve trainees' steady growth by ensuring close involvement of supervisors and other relevant people in the training.

## Human resource development to support globalization

At Fuji Oil Holdings Inc. and Fuji Oil Co., Ltd., we place great importance on developing personnel who will lead the Fuji Oil Group's global management, as well as personnel who will manage and lead business operations at corporations outside Japan. We consider them as the core management resource for continued growth and development of our business globally.

We conduct self-development and off-the-job training to improve the language skills of employees. We are also working to develop their global mindset and have them gain business experience from a global perspective through postings at Group companies outside Japan according to their area of expertise.

In FY2020, we introduced a new global trainee program to work on early-stage development of candidates for future corporate management positions at companies outside Japan. The program selects the most qualified candidates from an applicant pool for a six-month foreign language study, followed by on-the-job training at their assigned Group company. It also seeks to encourage trainees to develop practical skills for identifying and solving problems as well as the capacity to be immersed in, and adapt to a different cultural environment. In FY2020, two employees were selected as the first cohort of trainees and sent on global assignment.

## Career support system

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At Fuji Oil Holdings Inc. and Fuji Oil Co., Ltd., we provide hierarchical training programs for executives, managers, general employees, and new hires, and also support employees' skill development through various programs, like providing financial assistance to employees taking distance learning. We provide employees with the opportunity to share growth and enlightenment points with their supervisors during their annual evaluation. Individual employees also have a meeting with their supervisors once a year based on the Career Advancement Communication Sheet for reviewing the progress made toward their goals and their career aspirations. We endeavor to provide opportunities to foster career development, where employees flourish through suitable job assignments.

We also provide educational support and incentives for getting the necessary qualifications at each department, in order to meet the differences and variations in knowledge and skills required at each workplace and job occupation.

## FY2021 training system for regular employees

Class	By level	Selective programs		Business skills	
		Management programs	Global programs	By level	Elective/ personal development
Executive Officer	Officer training				
General Manager		Training to cultivate potential executives		Pre-assignment training	Incentives for distance learning or obtaining official certifications
Section Manager	New manager training				
Class 4		Training to develop management skills	English speaking training	Global trainee training	Occupational health and safety education
Class 5					
Class 6					Logical thinking training (3rd year)
Class 7	Key person training				
Class 8	New employee training	Follow-up training	English speaking training	Global trainee training	Pre-assignment training
Class 9					
Tentative job offer period					Business fundamentals training

## Employee engagement

Fuji Oil Holdings Inc. and Fuji Oil Co., Ltd. conduct an annual employee engagement survey. In this survey, we ask employees for their honest opinions on a wide range of topics, such as workplace environment and systems. The survey analysis results are given to executives and managers to improve business operations and the workplace environment.

Overall satisfaction in FY2021 declined from the previous year, but remained high compared to benchmark. We believe that the extraordinary conditions of the COVID-19 pandemic, such as the sudden increase in childcare responsibilities from school closures and the difficulty of communicating virtually, played a role in this change. Specifically, there was a significant increase in the burden felt from work in terms of both quality and quantity. In a survey briefing with all managers, we encouraged supervisors to strive to make improvements, and presented them with specific examples of how to do so (such as checking in with employees more often, adopting a listening attitude, and increasing collaboration across the company).

## Dialogue between labor and management

The dialogue between labor and management is important for Fuji Oil Co., Ltd. since employees and the company should support each other. The HR Department serves as the company's contact point for dialogue with the Fuji Oil Workers Union, which represents the employees. The workers union was established at the same time as the company. Both entities have worked hard for 70 years to create a comfortable work environment for employees. The dialogue between labor and management takes place in a monthly forum consisting of representatives of the HR and Administration Departments of the Company and the executive committee members of the workers union. The aim of this forum is to encourage employees to maximize their potential, improve themselves and play active roles. When revising labor systems, we actively listen to the opinions of union members at each business site nationwide and make sure to increase the frequency of dialogues as necessary. The Fuji Oil Workers Union adopted a union shop system, and the participation rate of the Company's regular employees other than managers is 100%.

## Related documents

ESG Data Book (PDF 2.76MB) 