

Human Assets

Human resource development

The Mitsui E&S Group conducts various training programs with the aims of encouraging collaborative efforts between the employees of Group companies and stimulating growth from a medium to long-term perspective. In particular, we have set the training goal of making young employees fully-fledged within five years. We provide them with group training in their first and third years and follow-up interviews along with job-class-specific skills training, and other training programs.

As of FY2020 we have also been increasing the number of programs based on topics relating to the Group, under the theme of "getting to know our own group." We also conduct English language courses and intercultural communication training from the perspective of global human resources development. In addition, we acknowledged the advantages of web meeting style started from the perspective of preventing the spread of COVID-19, and proceed with them in combination with group training programs.



● Training System

		Job-class-specific training programs	Senior management training strategies
Targets		Early-stage enhancement of management abilities / Early-stage development of younger employees (fully-fledged within five years)	Selection-based training of senior management candidates
Managerial position employees	Department head	Training for department management candidates 6 months, total 12 days / online & group Solving organizational problems	Senior management rotation and tough assignment (officer of subsidiary, etc.) Expansion of management skills and mindset through practical experience in posts such as officers of subsidiaries Senior management training 1 year, total 16 days + external training course dispatch Acquisition of both theoretical and practical management knowledge Senior management training rotation (Corporate Planning Department) 2 years, as a general rule Understanding of strategic operations through practical experience
	Section managers	Training for section management 6 months (2 days x 2) / online Basics of management Learning and implementing leadership	
Mid-level employees	Assistant managers	Training for self management and team building 6 months (1 day + half-day x 2) / online & group Getting to know one's own job execution abilities / Implementing problem solving	
Young employees	3rd year	Third year training 3 days / group Clarifying roles as a fully-fledged employee	
	New employees	Introductory training for new employees April hire: 1 year (5 days introductory training, 3 days FU training) October hire: half year (2 days introductory training, 3 days FU training x 1) Online & group Getting to know one's own job execution abilities / Implementing problem solving	

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● Business Skills Training

Business Skills Training aims to train employees to acquire necessary skills so that they can solve business issues facing day to day. As of FY2021, we have been increasing program in-house trainers to let employee understand more about more directly company issues. It enables employee who want to learn to do so autonomously when they want to, through online and on-demand methods.

- Training by an in-house trainers
- Training by a guest trainers

Business Skills Training						
Purpose	Enable trainees to acquire business skills, basic skills required in the global environment, and basic engineering skills. Increase training by in-house trainer with the aim of training employees who can understand and tackle company issues. Provide an environment where trainees can learn autonomously by incorporating online and on-demand training.					
Category	Leadership	Strategy	Financial, accounting, legal	Problem solving and decision making	Development of global human resources	Acquisition of basic skills
Advanced						
Inter-mediate						
Elementary						

Education / training portal sites

Self-Improvement support			Introductory training for new employees (new and mid-career employees)		
Book recommendations	E-learning for managers	Excel skill-up course	Information security training (E-learning)	Human rights training (E-learning)	Compliance training (E-learning)

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Topics Wakatezemi seminars held for young employees across the group

The Mitsui E&S Group conducts Wakatezemi seminars for young employees who belong to Group companies. The seminars have three key aims.

- (1) Promote exchanges and interactions between young employees across the Group
 - (2) Create opportunities for employees to think about their own view of work through lectures and gatherings
 - (3) Enable employees to have positive feelings about the company and work by encountering various ideas
- At Wakatezemi seminars, employees engage in active Q&A sessions and exchanges of opinions, based primarily around lectures given by directors / corporate officers from other companies with various experience.



Initiatives for promoting work-life balance

● Telework System

In March 2018, we introduced a Telework System in addition to the existing Flexible Working Hours System without core time and hourly annual leave. In April 2019, the system was relaxed so that it could be used by any employee for working from home, not just for those with childcare or nursing care needs. As of July 2021, there is no limit on the number of years of service or the number of days of telecommuting possible per week. We aim to maximize the abilities of individuals through flexible and diverse work styles that are not bound by location or working hours.



Topics Mitsui E&S Machinery acquires "Platinum Kurumin" certification for the first time

Together with its operating companies Mitsui E&S Machinery and Mitsui E&S Shipbuilding, Mitsui E&S Holdings has developed and is promoting a general employer action plan based on the Japanese government's Act on Advancement of Measures to Support Raising Next-Generation Children with the aim of "developing an employment environment to help employees balance work and family life" and "contributing to the community in supporting the development of the next generation."

Under the Action Plan for FYE Mar. 2018 ('17/4-'18/3) to FYE Mar. 2019 ('18/4-'19/3), Mitsui E&S Holdings, Mitsui E&S Machinery and Mitsui E&S Shipbuilding each obtained their second "Kurumin" certification. In addition, Mitsui E&S Machinery met the requirements to acquire their first "Platinum Kurumin" certification, which is granted to companies that support the development of the next generation at an even higher level.



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Formulation of a General Employer Action Plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children

Based on the Act on Advancement of Measures to Support Raising Next-Generation Children*, Mitsui E&S Group companies have formulated the following General Employer Action Plans in order to continue to improve the employment environment so that employees can achieve their full potential in accordance with the status of their respective life events while balancing work and family; and to continue being companies that contribute to local communities in supporting the development of the next generation of children.

*A law to support the sound development of children who will play roles in the next generation of society, in response to Japan's rapidly declining birthrate

Plan Period 2 years (plan period depends on the planning time of each company)

Goals and details of initiatives (Example: Mitsui E&S Holdings)

① Improvement of employment environments to support a balance between work and family life for pregnant workers and workers raising children

Targets 1

Increase the percentages of employees taking childcare leave, etc., to at least the following levels within the planned period

- Male employees: Increase the percentage of employees taking childcare leave, accumulated / reserve annual leave for childcare purposes and maternity leave to at least 80%
- Female employees: Increase the percentage of employees taking childcare leave to 100%

Details of initiatives

- April 2021–
- Disseminate information regarding internal schemes and information to create a workplace environment that makes it easy to take childcare leave
 - Increase the number of male employees taking childcare leave through individual approaches to superiors and individuals

Targets 2

Fostering a workplace culture that makes it easy for employees to make use of internal schemes

Details of initiatives

- April 2021–
- We will make employees aware of leave and extended leave of absence schemes that can be used for childcare, and work schemes that are useful for balancing work and family life (hourly incremented annual leave scheme, flextime scheme, telecommuting scheme)

② Development of diverse working conditions that contribute to the review of work styles

Targets 1

We will continue efforts to reduce overtime work and encourage employees to take annual paid leave, aiming to create work styles that offer a healthy work-life balance.

Details of initiatives

- April 2021–
- Continue to disseminate information within the company on initiatives to reduce overtime work and improve productivity, and thoroughly implement initiatives
 - Encourage employees to take annual paid leave and seek to increase employee awareness of the memorial leave system (scheme for taking planned individual annual leave)

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Initiatives for Human Rights

In corporate activities, each and every employee in the workplace is absolutely essential, and the work environment in which human rights are respected not only creates purpose and job satisfaction, but also maximizes what employees can do, thereby improving productivity. Based on this idea, the Group has established the Basic Policy for Enlightening People about Human Rights. By carrying out various activities on human rights awareness at every level of the Company, including training on human rights for all executives, we are striving to create an equal and non-discriminatory workplace environment that respects human rights.



Basic policy

Mitsui E&S Holdings Co., Ltd., Mitsui E&S Shipbuilding Co., Ltd., Mitsui E&S Machinery Co., Ltd., Mitsui E&S Engineering Co., Ltd. and Mitsui E&S Business Service Co., Ltd. (hereinafter, the “Mitsui E&S Group”) aim to create a corporate culture that is truly free of discrimination, together with the affiliated companies, as a corporate entity that demonstrates social responsibility. For this purpose, the Mitsui E&S Group positions the solution of human rights problems as an important task, and strives to solve these problems through daily business activities under the principle of respect for human rights.

Organizational structure (organizations and systems for promoting training)

We have appointed the director in charge of the Human Resources & General Affairs Department of Mitsui E&S Holdings Co., Ltd. as the head of the Mitsui E&S Group Committee for Promoting Human Rights Awareness. Under the head of the committee, we have established the Committee for Promoting Human Rights Awareness in each Mitsui E&S Group company. To coordinate between group companies, we have also established the Mitsui E&S Group Meeting of People in Charge of Promoting Human Rights Awareness as the advisory body.

