

Respect for Employees

Fair Labor Practices

To become a leading bank that supports the agriculture, fishery and forestry industries, food production and consumption, and the daily lives of local communities, the Bank has established a Basic Policy on Human Resource Management to develop human resources essential to achieve its missions and goals and promote employee engagement.

Basic Policy on Human Resource Management

Future Vision
<ul style="list-style-type: none"> Develop human resources essential to achieve the Bank's missions and goals and promote employee engagement to realize its goal of becoming a leading bank that supports the agriculture, fishery and forestry industries, food production and consumption, and the daily lives of local communities
Basic Policy
<ul style="list-style-type: none"> Form a group of self-motivated human resources capable of "Catching the Winds of Change" in the business environment and executing new business strategies Nurture high employee satisfaction by helping each employee to understand the strategies and goals of the Bank and its cooperative group and grow through tenacious engagement in each employee's business duties with self-motivated passion for contributing to the Bank and its cooperative group and tackling challenges.

In line with this basic policy, our effort is focused on the planning and management of personnel systems including performance and competency assessment systems and personnel development. Goals are set during interviews between superiors and their subordinates, their achievements are validated, and employee competency demonstrated in various work-related situations is reviewed. Through repetition of this process, the Bank promotes employee awareness and efforts to contribute to the Bank's performance and develop competency while also supporting it through extensive training options.

Development of Employees' Careers

For the development of employees' careers, the Bank deploys and assigns personnel based on the competency, aptitude and career perspective of each person, and supports self-fulfillment through work, by adopting the Career Challenge Program (a job transfer application system) and the Career Change Program. In addition, the Bank is aggressively recruiting and employing highly competitive external human resources.

When recruiting and allocating employees, care is taken not to exercise any type of discrimination.

Ensuring Pleasant Working Environment

The Bank regards each employee as its biggest asset and endeavors to enhance working environments to improve employee motivation and promote mutual cooperation.

We are promoting our initiative to control long working hours and promote flexible workstyles, and taking steps to improve health management and benefit programs for employees so that they can work in a state of good health and with peace of mind. The Bank is also focused on improving the work environment such that employees can devote themselves to business operations by providing stronger child-raising and nursing-care support.

Respect for Employees

Employee Diversity

The Norinchukin Bank is seeking to create a working environment where a diverse range of employees can demonstrate their capabilities and talents and perform their duties over the long term.

Initiatives Supporting the Raising of Next-Generation Children and Promoting the Active Participation of Women

The Bank received the Kurumin Certification for Childcare Support Company for its efforts to realize a work-life balance and support for balancing work with childrearing such as providing maternity leave before and after childbirth, a support program for employees who take childbirth and childcare leave, and a shortened working hour program for childcare. In addition, the Bank is promoting measures to introduce various initiatives to promote and familiarize workstyle reform such as ensuring a certain interval between work hours and arranging staggered work hours. In addition to these measures and our efforts to increase the rate of women among new graduate hires, we are helping to build a network among female employees by holding “Women Employee Career Forums.”



Women Employee Career Forum



Initiatives for Hiring People with Disabilities

The Bank is striving to make a workplace where people with disabilities can engage in business duties with high morale and feel secure and rewarded.

As an effort to this end, the Bank established Norinchukin Business Assist Co., Ltd., an organization mainly engaging in the administrative work related to financing, to expand the employment of people with disabilities in alliance with Group companies. To offer a pleasant working environment, its offices are designed to provide a bright and spacious room for working comfortably while providing a relaxing space that can be occupied by a single person and a room where people can lie down for a rest.



Respect for Employees

Human Resource Development

The Norinchukin Bank engages in the development of human resources capable of demonstrating their strengths of their own accord and taking on challenges boldly from the viewpoint of cooperatives and from a global perspective, with a sense of mission to support the agriculture, fishery and forestry industries, food production and consumption, and the daily lives of local communities.

Providing Opportunities to Develop Various Skills

With the goal of training core personnel in each headquarters, the Bank is actively providing opportunities for them to develop their skills in order to support the self-motivated efforts of each and every employee. For example, in addition to subsidy programs for correspondence courses, certification exams, foreign language study and sending employees to overseas study and cross-industry seminars, the Bank holds after-work training based on required subjects in each business field. The Bank holds after-work training and group study, etc., by years of service or by rank.

New Employees

In addition to the three-week entry training, new employees are sent to JA, agricultural corporations and overseas language training so that they can have diverse experience in Japan and overseas. The Bank also provides on-the-job training and conducts a mentoring system for each new employee.

Young, Mid-Career and Manager-Level Employees

For young, mid-career and manager-level employees, we are helping them develop their careers leading to further growth through such measures as sending them on loan to JA and JA Shinnoren. We are also deepening employee understanding of the Bank's fundamental mission by holding workshops led by specialists in the cooperative system and the agriculture, fishery and forestry industries to develop human resources who can play a role as employees of the cooperative system.

Management-Level Employees

To raise the management capabilities of management-level employees, we offer programs to send employees to study at European and U.S. business schools to develop management skills, as well as personal coaching to help managers to implement the Bank's management plan.

Career Development Support System

To help employees proactively work on their own career development, the Bank introduces the Career Development Support System. Employees make their abilities clear through career development interviews with their superiors and career development training. After defining their career goals, career development efforts are executed based on the ability requirements of employees to carry out their job in each headquarters.

Human Resource Development

Principal Human Resource Programs

Group Training
<ul style="list-style-type: none"> • Career development training: Foster an awareness of career development by taking an inventory of employee abilities and through self-analysis • Management training: Acquire and improve knowledge and business skills needed for management, including leadership, junior staff development, vision making and work efficiency • Managerial development training: Acquire and improve knowledge required for organizational management, division and branch management, etc. • The Bank Business School: Improve and deepen understanding of basic business management theory and consulting abilities, and build cross-departmental networks
Personal Development Support
<ul style="list-style-type: none"> • Financial support for correspondence courses, gaining certifications outside the Bank and foreign language training: Support for employee self-directed career development by partially subsidizing various studies
Outside Studies
<ul style="list-style-type: none"> • Graduate School of Business (managers program): Acquire advanced management skills at domestic and overseas universities • Overseas study: Acquire specialized knowledge and global viewpoint through attendance at an MBA or LL.M program • Overseas branch trainee system: Develop a global perspective in less-experienced staff by posting them at overseas branches • Exchange personnel and acquire specialized knowledge by sending staff to cross-industry training, management companies, JA and JA Shinnoren
New Employee Training
<ul style="list-style-type: none"> • Workplace training system for new employees, instructor training, mentorship system • Entry training, on-site training at JA, on-site training at agricultural corporations and overseas language training
Other
<ul style="list-style-type: none"> • After-work training • Lectures by specialists from cooperatives, fostering of awareness as employees of the cooperative system through staff workshops • Business English language lessons • e-Learning



Entry training for new employees



Overseas language training

Development of Human Resources of Cooperative Members and Enhancement of Their Skills

In alliance with Norinchukin Academy Co., Ltd., a training specialist for cooperative members, The Norinchukin Bank is working to develop human resources that meet the trust and expectations of individual members and customers, targeted at the directors and employees of JA Bank, JF Marine Bank and JForest Group, by pursuing initiatives to (1) nurture and strengthen the power of “Reform Leaders” who promote the practice of prefectural and JA strategies; (2) promote the acquisition and enhancement of specialized skills and knowledge; and (3) ensure strict control over basic behavior and managerial activity to achieve further business promotion.

Strengthened Human Resource Training Initiatives to Achieve JA Bank Medium-Term Strategies

JA Bank continued to hold the “JA Bank Central Academy – Managers Course” targeted at directors in charge of the banking business of JA, the “Senior Executives Course” targeted at senior managers in charge of the banking business of JA, the “Seminar for JA Presidents/Board Chairpersons” targeted at JA presidents/board chairpersons and the “Block Symposium” targeted at branch managers and mid-career employees of JA. Through these training courses to develop human resources who can lead the reform of JA and JA Shinnoren, the Bank has supported the business reform of JA Bank.

JA Bank also engages in the development of the human resources required to promote the measures of the JA Bank Medium-Term Strategies by offering training menus to acquire specialized skills and financial knowledge, including group trainings, correspondence courses and qualifying tests.

Furthermore, to support JA’s initiative to reform its business operational structure, the Bank promoted the introduction of the “CS Improvement Program” and the “Onsite Sales Capability Enhancement Program” to practice business operations and propose products and services from the standpoint of customers.

Human Resource Training Initiatives at JF Marine Bank

JF Marine Bank focused on developing the human resources necessary to enhance the fishery financial function by continuing its group trainings such as the “JF Marine Bank Training: Store Operation Course” targeted at store managers of JF Shingyoren and the “Fishery Industry Financial Consultants Step-Up Seminar” targeted at fishery industry financial consultants, as well as offering “Training for Improving Financial Statement Analysis Capability,” “Life Planning Training” and “Sales Skills Development Training” with trainers sent from the JF Marine Bank.

Support for Human Resources Training for JForest Group

JForest Group has held the “Seminars for JForest” targeting the top executives of JForest and JForest Moriren (Prefectural Federations of Forestry Cooperatives). In addition, JForest conducted “JForest Cooperatives Counsellor Training” aimed at personnel holding the title of counsellor, who support the backbone of JForest’s practical management. The Bank supported JForest Group’s organizational reform initiative by helping to nurture the human resources leading the organization.

Human Resource Development

Personnel Exchanges between the Bank and JA or JA Shinnoren

The Bank has enhanced personnel exchanges between itself and JA and JA Shinnoren, and has been working to achieve mutual understanding and sharing of know-how within JA Bank Group.

Specifically, the Bank accepts trainees from JA to train them so that they can play a key role in banking business and gain wide-ranging business know-how. The Bank also accepts staff and trainees seconded from JA Shinnoren, and they work in various areas such as retail planning, administration, systems, agricultural and corporate loans, and securities investment. Moreover, the Bank sends staff as secondees to cooperative organizations (e.g., JA and JA Shinnoren) in order to deepen their understanding of the actual work of cooperatives from the point of view of employees of the central organization for cooperatives as well as financial institution for farmers, fishermen and foresters.



“JA Bank Central Academy – Managers Course”

Respect for Employees

Occupational Health and Safety

The Norinchukin Bank engages in the development of working environments where employees can perform their duties in good health and with a sense of security.

Basic Policy and System for Health Management

The Bank's health management policy is formulated each year by its Occupational Hygiene Committee. The policy prescribes measures to be taken to reinforce the management of the physical and mental health of employees and help promote their health.

Health Management

While ensuring that all employees take regular health checkups, we urge their families to take health checkups as well. According to the results of these checkups, health guidance is provided by industrial doctors and medical staff. Efforts are also being made to reduce working hours, considering the possible adverse impact of long-hour labor on employee health.

Measures for Mental Health

As part of its efforts to ensure mental health at the workplace, we advise self-care methods for employees, offer counseling and other consultation opportunities, and conduct position-by-position mental health education. In addition, we carry out stress checks, offer readily available self-checking functions and have the Mental Health Consultation Room in place to provide consultations as required at the medical office in the head office of the Bank.

Support for Health Promotion

To increase the health consciousness of employees and establish the practice of doing moderate exercise on a regular basis, we offer a wide range of educational programs and welfare services. Specifically, we subsidize sports club memberships and have health leaders lead health promotion activities.