

Human Capital



Fulfilling our mission to transform and grow by strengthening our employee base and organizational capabilities

Three policies to strengthen our human capital, our source of value creation



Eriko Satonaka

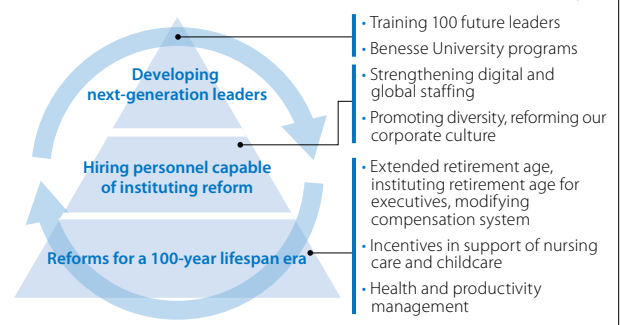
General Manager of
Group Human Resources

Strengthening human capital is one of the most important topics in the Benesse Group medium-term management plan. People are our most important management resource, and we see them as our source of value creation. We aim to give ourselves the people, structures, and culture needed to “Transform and Grow.”

Based on that idea, our Human Resources Headquarters is working on three main initiatives. These are (1) developing

next-generation leaders, (2) hiring people capable of instituting reform, and (3) human resources and organizational reforms for a 100-year lifespan era.

The Benesse Group’s personnel & organization strategy



Developing next-generation leaders

Grooming the next generation of senior management candidates

To lay the foundation for the future of the Group, we are working to groom the next generation of Benesse Holdings senior managers.

In FY2018 we started an initiative to continuously, systematically groom around 100 next generation senior management candidates that were identified by our Group companies. Each selected candidate undergoes a program according to his or her own development plan which includes group leadership skills training, external training assignments,

and coaching. At the same time, information is shared among management, and regular opportunities are allotted for management to review the program from multiple perspectives. Their development will then proceed systematically by gaining experience in various positions and tasks through assignments to various projects and locations.

These training efforts are continuously ongoing, as year-two training to deepen the talent pool is also being conducted for selected candidates in FY2019, the second year of the program.

Opening Benesse University to train young employees

Benesse University is a Group-wide program that was launched in April 2018 as an initiative for developing young employees. The program consists of two components—group training, and open courses.

Around 20 employees from seven Group companies participated in the group training in FY2018, the first year of the program. Through four months of activities including lectures by senior managers and external instructors, training camp on Naoshima Island, and action-based learning that attempts to solve actual problems, participants were trained to become proactive action-takers. By also establishing deeper connections through extensive interactions with each other, the participants established cooperative working relationships that transcend the boundaries of individual companies. Twenty more employees were newly chosen to undergo the second year of this program

in FY2019. We are working to provide growth opportunities that involve all companies in the Group as means of ongoing professional development.

Meanwhile, for the open courses there are courses offered each year in which all Group employees can freely participate. These include multiple courses each year that introduce the world's latest technologies and information such as digital technology, AI, and EdTech, stimulating employees to ambitiously seek professional growth while also building their intrinsic motivation.



An open course taught by an outside expert, attended by 700 employees



Training camp on Naoshima Island



Hiring personnel capable of instituting reform

Working to strengthen digital staffing and institute office reform

Digital transformation (DX) is advancing in all types of industrial fields and the Benesse Group is also engaged in business transformation, combining education and nursing care with digital technologies. The Group Digital Division established in January 2018 is a new organization that collaborates with Group companies to accelerate the development of new products and services that employ digital technologies.

This division is also active in hiring and training so-called "DX personnel"—employees who shift our services and operations into digital mediums. In addition to our existing mid-career hiring, the division is also putting more effort into hiring new graduates as candidates to become next-generation DX leaders, and is developing special training programs utilizing platforms such as Udemy. Furthermore, they are also working to boost the skills of existing employees and strategically develop human resources capable of proactively planning and producing products and services that harness the attributes of digital technology.

Aside from these activities, the Group Digital Division is also actively improving the office environments that DX



At the Digital Development Company office

personnel work in. One example of such efforts is how the division is promoting internal and external collaboration by enlarging open spaces at the Digital Development Department of the Zemi Business Company established at Tokyo Head Office in 2018.

Supporting the success of diverse personnel

The Benesse Group is determined to recognize diversity among human resources regardless of nationality, race, gender, or age, and to leverage their differences in positive ways. As our business expands globally and we take on more and more employees of diverse nationalities, we are doing our best to give them workplaces where they can utilize their respective capabilities and be active, while gaining a sense of fulfillment from their work.

The ratio of female employees in the Benesse Group is relatively high (around 50%). Many female employees play active roles utilizing the perspectives of consumers in our education, nursing care, and childcare business segments. In April 2016, the Benesse Corporation obtained grade three certification—the highest grade awarded—from Eruboshi, the recognition system based on the Act on the Promotion of Women's Participation and Advancement in the Workplace. As of April 2019, the percentage of manager positions held by females in the Group had risen to 36%.



The Eruboshi certification logo



Reforms for a 100-year lifespan era

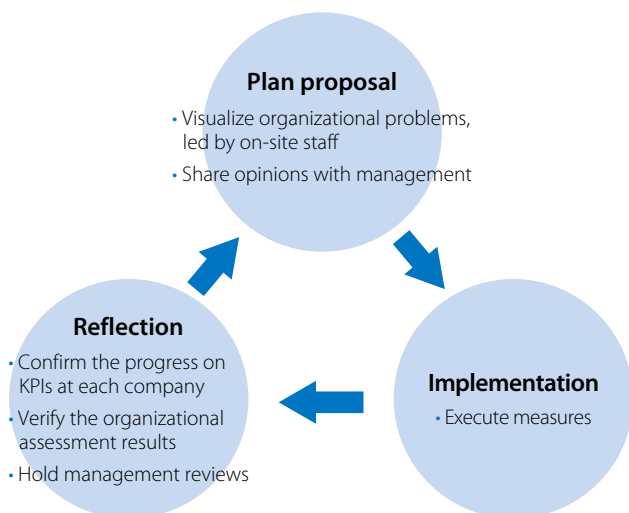
Maximize organizational performance by improving productivity

Every year the Benesse Group has conducted the Gamba organizational assessment of employees, but the problem of low productivity in the assessment results has surfaced as a Group-wide problem in recent years. This is a major factor impeding job satisfaction and performance, so we initiated a company-wide activity under the theme of productivity improvement. The aim of the activity is to reduce work hours (input) while improving performance (output).

In May 2019, we gathered Group companies and major subsidiaries for a Kickoff Event in which we contemplated the challenges that must be overcome to improve productivity at every organization. The organizations pledged to take the initiative in working on these efforts.

We will be conducting quarterly reviews of KPIs that show specific plans (action plans) and achievement levels of those plans to confirm progress. In addition to the Gamba organizational assessment there will also be reviews involving management at the end of FY2019, the results of which will be reflected in plans for the subsequent year. Doing so, we will be facilitating PDCA cycles and improving the productivity of the Group as a whole on an ongoing basis.

Productivity improvement cycle



Bolster work-life management initiatives

With Japan's 100-year lifespan era on the horizon, the Benesse Group is implementing a number of policies to boost employee motivation and create good work environments and culture. These include extending the retirement age and instituting a retirement age for executives, offering telecommuting and flextime, as well as offering incentives so employees can balance their work with parenting or providing nursing care, and providing healthcare support.

Recently the Group has been targeting workstyle reform in particular, setting out (1) working healthy and (2) balancing nursing care with work (success of diverse personnel) as the two banners for workstyle reform activities. Without good health, you cannot exercise your full capabilities, nor can you engage in your work with a positive frame of mind. Additionally, environments with diverse human resources are essential for fostering a company culture where people push each other to be better and grow together as professionals. With workstyle improvements, we are pursuing additional growth for the Group as a whole by boosting the performance of each and every employee.

Benesse Corporation

Data related to work-life management (full-time employees)

Overtime work hours (average/month in FY2017 ended March 2018)*	36 hours
Rate of paid leave taken (average/month in FY2017 ended March 2018)	60%
Number of employees who use telecommuting (FY2017 ended March 2018)	300
Number of male employees who took childcare leave (FY2017 ended March 2018)	15
Number of employees who took nursing care leave (FY2017 ended March 2018)	2
Average years of continuous service	Men 11.9 years Women 12.5 years

* Regular working hours: 7 hours/day

The Group-wide health management initiative



Hiroki Nishiwaki

Section Chief,
Human Resources Division

The Benesse Group is pursuing a variety of initiatives aimed at promoting employee health, which include establishing an occupational health system and consultation desk and utilizing agencies that offer employee assistance programs (EASs). In January 2018, we issued the Benesse Group Health Declaration to add more momentum to our health management and following up on the declaration we began holding trial “health events” throughout the Group in September 2018. These activities involved tackling health

problems by organizing employee volunteers from the Group’s main companies into 20 teams and assigning each team to work on a health-related goal such as quitting smoking, improving eating habits, or getting more exercise.

We are also working on “Collabo-health” in collaboration with our health insurance association. To bolster our initiatives against metabolic syndrome among the Group as a whole, we are holding health seminars that promote lifestyle improvements in areas such as eating and sleeping habits. We will continue putting our ingenuity into devising ways to improve health that employees intuitively enjoy.



Benesse Holdings was recognized as a 2019 Certified Health and Productivity Management Organization

Supporting employees in balancing their work with nursing care, so nobody has to leave their job to provide such care



Yuko Onizawa

Human Resources Division

Nursing care is an issue that will face everyone at some point in their lives. Many Benesse Group employees likely have their own potential problems related to nursing care. People tend to put off dealing with the issue of nursing care until it directly relates to them, and they might not be very conscious or interested in it for the time being. However, we expect that more and more employees will be troubled with nursing care issues as time goes on.

With these circumstances in mind, the Benesse Group launched a Seminar for Balancing Work and Nursing Care for employees in FY2015. The seminar provides necessary and sufficient knowledge and information about balancing work with nursing care, including support

systems for achieving this balance and nursing care insurance systems. Online seminars are also available, which employees can join from their own seats at work or from meeting rooms by accessing the specified URL.

Seminar content is derived from various resources we at Benesse Style Care in the Benesse Group have accumulated through our nursing care operations. We will continue doing our best as specialists in nursing care services to support Group employees.

Ratio of employees who are age 50 and older (Benesse Corporation)

