Diversity & Inclusion

Respect for the people around us and active acceptance of diverse values are important for our sustainable growth. The Nippon Paint Group places great importance on the diversity of employees and other people involved in the business and respects human rights.

Promotion of diversity

Our Group is committed to fully leveraging the capabilities and potential of women as an important element in promoting diversity, and is promoting activities unique to our partner companies around the world.

In Japan, for example, we have been sending female employees selected through internal entry system to external training programs for cross-industrial exchanges since FY2016. We are working to develop executives by fostering a leadership through collaboration with members in other industries, and by encouraging autonomous career development by providing opportunities to meet a variety of role models. We are also actively promoting the appointment of management and executive personnel with high expertise from outside the company. In FY2020, one female Director of the Board, one Executive Officer & General Counsel, and two female Corporate Officers were appointed to Nippon Paint Holdings.

In addition, we have established flexible working systems, such as working from home (WFH), paid leave, and shorter working hours, tailored to employees’ life events including childcare and nursing care for creating a more comfortable workplace environment. Messages from leadership and explanatory meetings are provided to encourage employees to take advantage of these systems. In FY2020, 86.7% of women and 15.8% of men took childcare leave, with the average number of days taken for childcare leave as 301 for women and 44 for men (among employees of Nippon Paint Holdings).

Overseas, the NIPSEA Group is continuously working in Asian countries to improve gender representation in its management team and the Board of Directors. In the past five years, DuluxGroup has doubled the number of women in the senior leadership team of all business divisions implementing programs for increasing the ratio of women in each position level, focusing on improving the gender balance in particular among senior managers. Dunn-Edwards is improving gender representation in its management team and the Board of Directors, and is working on increasing diversity in race.

Human resource development for sustainable growth

The most important management resource that supports our Group’s sustainable growth is human resources with unlimited potential. For the development of employees, we are expanding educational programs for various types of employees on a global basis every year. For example, DuluxGroup is aiming to develop world class leaders by providing a comprehensive suite of transition-based leadership programs to support its people to progress in their careers, from first time leaders through to senior leaders. DuluxGroup also empowers its employees to be the catalyst of their own learning through its professional skills curriculum. They have an ever expanding range of topic areas from Strategic and Business Acumen; Management and Marketing Skills; Developing yourself and your career; Health and Wellbeing; IT skills to Knowing our Business for our employees to access, as they recognize we are all lifelong learners.

Leadership programs for all job levels (DuluxGroup)

DuluxGroup adapts a Group-level learning framework that necessitates the holistic development of its employees with the relevant skills and competencies required at different job levels. They provide an array of training and educational programs in different functional areas, ranging from technical to leadership upskilling. Training programs are tailored at the county level depending on the findings of a yearly training needs analysis. In FY2020, they administered a total of 341,448 training hours for their employees.

Average training hours per year, per employee category (NIPSEA)

In Japan, with the aim of developing autonomous human resources who can flexibly respond to changes in the global social situation and business environment and continuously contribute to business performance, we provide daily education through business operations and off-the-job education and training, as well as focus on developing management personnel who can exercise leadership and their successors.

For the development of human resources who can succeed on a global level, we have overseas language study programs (English and Chinese), MBA programs, and the doctorate study program. We plan to further increase the pace of activities that nurture global leaders while reinforcing the development of core skills required by global business people. We are also providing post-employment training (education for prospective employees, onboarding training for new employees, follow-up training, four-year training, eight-year training, etc.) for all employees according to their respective roles. In FY2021, we launched business college programs to provide onboarding education for mid-career hires and enhance business literacy of management-level employees. In FY2021, we also introduced the career drive program as part of our efforts to create an autonomous career development environment in which employees can work autonomously and independently on their own career development.
Improvement of employee engagement

The Nippon Paint Group believes that each and every employee performing his or her duties comfortably and with a sense of satisfaction is the driving force for continuous creation of new value and for increasing corporate competitiveness. Accordingly, we are working to improve employee engagement.

In Japan, we implemented thorough infection control measures to ensure safety and health of employees amid the COVID-19 pandemic, including the establishment of infection prevention guidelines, distribution of masks to employees, provision of disinfectant solutions, active use of work-from-home, and PCR testing of employees who requested the test.

In addition, we renewed the existing role grade system and introduced a job grade system (job-based personnel system) for management-level employees who play a central role in business promotion with the aim of improving employee motivation. We clarified the expected roles and performance requirements for each job, and started compensation benchmarking based on objective indicators. Furthermore, in order to improve employee engagement and correct problematic issues, we have set up a whistleblowing system “NPMD Group HoHin” for a wide variety of matters ranging from violations of laws and regulations to infringement of human rights such as discrimination. In FY2020, we became a registered operator of the whistleblowing system under the Concept that safety takes priority over everything.

In FY2020, we engaged all employees (including on-site contractors) in the health and safety activities taking actions based on decisions of the IRCC Committees. Group safety and environment meetings, and Group product safety meetings. In FY2020, accidents in our Group increased by seven from FY2019, but lost time injury accidents decreased by six. Regarding risk assessment, one of our key health and safety activities, we carried out a review focusing on injuries resulted from falls or dangerous postures, which had been increasing in recent years. Moreover, information about accidents that occurred in the Group were shared with our Group partner companies in Japan for reviewing and strengthening worksite safety rules and precautionary measures.

During FY2020, our Group conducted the following Group-wide training programs in Japan.
- Online safety training for new employees: 97 participants
- Online Follow-up training for new employees (contents: risk prediction training, static electricity safety lecture, product safety lecture): 78 participants

Basic approach to respecting human rights

Our Group expresses its recognition about issues involving respect for human rights in its materiality. We respect the human rights of employees and other people involved in our business, and are working to address human rights issues.

In accordance with laws and regulations of countries around the world, we aim to eliminate discrimination based on race, religion, gender, age, sexual orientation, disabilities, nationality, etc., and to become a company where people can fully demonstrate their individuality and capabilities.

Creating a rewarding workplace

In Japan, we are striving to create a clean, comfortable and attractive workplace environment to build a rewarding workplace. Since FY2020, we have promoted the “Food Reform Project,” a reform of cafeterias in Group companies in Japan. The objective is to build a corporate culture that fosters the creation of new value by fostering refreshment and stimulating communication among employees by renovating the places where all the Group employees in Japan have lunch and breaks to enhance their mental and physical well-being. Under various restrictions imposed by COVID-19, we are steadily refurbishing our plants and other workplaces based on a concept that takes into account the needs of our employees.

Global health and safety initiatives

Support for overseas group companies in safety activities

Our Group has continuously been providing its overseas partner companies comprehensive support for the safety and environmental activities. In FY2020, although we were not able to visit each site due to COVID-19, we worked to strengthen safety activities in each country and improve leaders’ competencies through the NPSEA Safety & Sustainability Council and online meetings with each site.

In the same year, to effectively prevent serious accidents, we revised our safety assessment to identify and eliminate the risks that might result in a plant shutdown, such as fires and explosions, and deployed it to overseas partner companies. Although overseas accidents have been increasing since FY2017, this is mainly due to the expansion of the scope of data collection.

Health and safety initiatives in Japan

Our Group is committed to the prevention of accidents under the concept that safety takes priority over everything. In FY2020, we engaged all employees (including on-site contractors) in the health and safety activities taking actions based on decisions of the IRCC Committees. Group safety and environment meetings, and Group product safety meetings.

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Safety and People and Operations

As a chemical manufacturer, we believe that accidents and health effects caused by handling chemical substances continue to be major risks. To ensure the safety of employees and everyone involved in our business, we make investments and provide various training programs to minimize risks.