

Human Resources Strategies

A Message from the Executive Officer in Charge of Human Resources



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Strengthening recruitment capabilities to support business growth
Our ability to deliver services depends on the employees responsible for their provision and their ability to earn the trust of customers. We prioritize training that emphasizes ensuring that employees fully understand and act in accordance with SECOM’s Philosophy and the SECOM Group Code of Employee Conduct. Our employees’ pride in their work and sense of mission are essential to the quality of our services, making them a key source of our competitiveness. In addition, we believe that sustainable growth requires not only securing and fostering human resources but also creating work environments that empower them to fully demonstrate their capabilities.

Providing on-line security systems requires an operational structure that facilitates prompt responses to incidents around the clock and nationwide, so guaranteeing a sufficient number of personnel is absolutely crucial. Accordingly, even before labor shortages became a persistent issue in Japan, we viewed securing of human resources as our most important management challenge. Looking ahead, we will continue to focus on attracting top-tier talent, while at the same time deploying AI, IoT and other technologies, as well as hiring retired individuals with relevant experience, to ensure a sustainable operational structure. Because the aspirations of job seekers and the characteristics of job markets tend to differ in urban and rural areas, we tailor our recruiting initiatives to the specific realities of each location. In urban areas, we emphasize social significance and career-building opportunities, while in rural areas we highlight close local ties and ability to contribute to the community. We are stepping up collaboration with regional universities and other educational institutions, primarily through recruiting officers stationed at regional offices across the country. We are also flexibly reviewing our recruiting schedule, hiring methods and salary levels. These efforts are beginning to yield positive results, including an increase in the number of new hires and a decline in employee turnover.

Creating work environments that enable diverse talent to thrive
We consider the promotion of diversity and inclusion in our labor force as a key management priority because it allows us to leverage differing perspectives and values to energize our organization and bolster service quality. With advancing career opportunities for women viewed as a theme of particular importance, we continue to expand the roles of female employees. Thanks to both tangible and intangible improvements in work environments—including the installation of break rooms for female employees at control centers, creation of new job categories (such as equipment maintenance, which was previously handled by security guards) and expansion of the system that enables employees with childcare responsibilities to shorten their working hours—the number of female employees working in the field continues to rise steadily. Moreover, to encourage the promotion of female employees to management positions, we are working to raise awareness and facilitate the building of networks through career management training and round-table discussions for younger women. Regarding the hiring of individuals with disabilities, we acknowledge the importance of not only maintaining a satisfactory employment rate but also creating work environments that enable individuals to reach their full potential. In April 2026, we established the Inclusion Promotion Office to reinforce our system for devising and establishing employment opportunities at corporate headquarters and regional offices.

Realizing a company where all employees take pride in their work
SECOM employees are committed to contributing to society through the provision of safety and peace of mind. To help employees channel this sense of mission into pride in their work and a feeling of professional fulfillment, the Human Resources Division will continue to support autonomous career building and self-actualization, as well as to create work environments where employees want to remain for the long term. As part of an ongoing effort to enhance employee engagement, in January 2026 we significantly revamped our employee engagement survey. We also increased the frequency of this survey from annual to biannual, making it possible for us to swiftly detect signs of changes in employee motivation and organizational culture, and use feedback to improve workplaces and human resources policies. As this shows, we strive to be proactive in our approach to human resources management.

Going forward, we will explore the creation of mechanisms for career development and the exchange of talent across the SECOM Group, thereby expanding the potential for individual employees to leverage their capabilities. With the aim of translating current improvements into new growth and having delineated our vision for SECOM in the future, we will further evolve our human resources strategies in the belief that our people are the source of our competitiveness.

Initiatives to enhance employee engagement

We continue to be guided by our founders’ belief in seeking self-actualization through one’s work. Harkening back to this principle, and to our determination to create a vibrant organization where people are enthusiastic about their work, trust each other and are committed to providing high-grade services to customers, we designed our newly revamped employee engagement survey to ensure we properly grasp current conditions by diversifying the focus of questions beyond satisfaction with SECOM as an employer to include individual job satisfaction, communication in the workplace

and awareness of work style options. We now ask employees to include their names, while at the same time prioritizing a psychologically safe environment, which we expect will allow us to more thoroughly analyze feedback, enabling us to effectively evaluate and improve the effectiveness of systems and policies. Using insights gained from this survey, we will work to enhance employee engagement through both workplace-led improvement initiatives and the development of Companywide systems.

Improvements based on insights gained from the employee engagement survey

Survey results for all questions are disclosed to employees. Based on these results, various measures are given consideration before improvements are implemented.

Amendments to working conditions

- Stable annual salary increases (base salary increases have been implemented for five consecutive years)
- Significant increase in housing allowance in urban areas, where housing costs are soaring
- Substantial improvement in base salaries for individuals re-employed after retirement

Systemic upgrades

- Extension of the period for which employees with childcare responsibilities can shorten their working hours up until the child enters the sixth grade of elementary school in the interest of better work–life balance
- Increase in the maximum limit by which employees can reduce their working hours under the nursing care leave system to two hours
- Inauguration of a flexible working hours system that allows employees working during the day to stagger their shifts by between 30 minutes and an hour once per week
- Introduction of anniversary leave and donor leave systems

Measures to reduce workloads and encourage self-actualization

- Adoption of air-conditioned workwear developed in collaboration with a clothing manufacturer to prevent heatstroke among security staff in the summer months
- Overhaul of business processes and systems in administrative departments
- Introduction of an in-house staff recruitment system to expand career development opportunities

The Group Vision Summit: Enhancing employee understanding

The new Group Vision Summit was created as a forum for the exchange of views on our future that seeks to deepen employees’ understanding of the SECOM Group’s Vision for 2040, announced in May 2026, thereby encouraging them to work actively to help fulfill its objectives. Summits will be held across Japan from July through December 2026 to foster dialogue and discussion, primarily among young employees, with the aim of expanding possibilities for both employees and the SECOM Group as a whole, fostering a greater sense of ownership and underpinning efforts to address challenges as we work to realize our vision for 2040.

