



Investing in people



Human resources

Our employees are assets to the Company, and their skills and spirit are the driving force behind everything we achieve. We are pleased to be an employer of choice, and our positive workplace culture and environment help us to attract, retain, and develop talented individuals. We are also taking further steps to create a diverse and inclusive culture where everyone can feel comfortable and be themselves. With this in mind, we are currently focusing on these four areas:

- Talent development
- Talent attraction
- Diversity and inclusion
- Being a responsible employer

[Read more >](#)

The JT Group health and safety

Our employees have the right to be protected from work-related injuries and illnesses, and it is our responsibility to provide a safe and healthy work environment.

When our standards are stricter than local laws, we require local offices to comply with



our standards.

We run a variety of programs across the Group, such as driving trainings, ergonomic assessments and ensuring general occupational hygiene.

[Read more >](#)



Community investment

Through our community investment programs, we contribute to the sustainable growth of societies by helping to make communities more inclusive and resilient while also providing volunteering opportunities for our employees to engage with local communities and develop a variety of soft skills.

[Read more >](#)



Human resources

Aspirational goal


We will be the employer of choice by investing in people.

Target

We will be a certified employer of choice every year in at least 60 locations by focusing on talent management, rewards, and empowerment.

Progress

We were certified as a Top Employer in 63 locations, an increase of 5 locations from the prior year. We were also awarded with local certifications in 8 locations.

Read more about our latest progress on the JT Group's [tobacco business sustainability strategy](#).  .



As the global authority on recognizing excellence in people practices, we are delighted to support your ambition to continuously improve the HR policies that affect more than 30 ,000 employees worldwide. Over the years, we have seen great progress with regards to best-in-class talent practices throughout the organization. This is proven by the consistent presence of JTI in the top regional ratings, and the Company's certification as a Global Top Employer since 2015.

”

David Plink,
CEO, Top Employers Institute



Our approach

The JT Group human resources management philosophy

We believe that highly skilled and talented people form the foundation of a company's success and contribute to real sustainable growth. In light of this, the JT Group proactively takes steps to secure long-term engagement and employee satisfaction.



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With this in mind, we are currently focusing on these four areas:

Talent development



Talent attraction



Diversity and inclusion



Being a responsible employer



Talent development

Today's business environment is challenging, and it requires all of our employees to work together and acquire advanced skills. We are grateful to have talented employees who can confront future challenges together. Various programs take place globally and locally, and we constantly invest in our employees so that they can flourish professionally.

One of our key initiatives is our talent partnership program, which aims to develop the global capabilities of our employees and train our future business leaders. It is also a great opportunity for employees to network and learn from colleagues with different backgrounds.

As part of this program, we organize an 'Exchange Academy' every two years in our tobacco business. In 2018, 25 employees were selected to take part. The participants spent one week in Japan and one week in Switzerland, working in teams to analyze and formulate the JT Group strategy for sustainable growth. Each team then gave a presentation and made a recommendation to senior executives within our Group.

Reflecting our commitment to talent development, we often recruit existing employees to fill open positions. Our internal hire rate has now been above 90% for more than five years, and in 2019, 93.7% of employees were internally promoted.

Case study

Training the leaders of the future

To remain a fast-growing company, we need global leaders in the JT Group who can challenge the status quo, take the initiative, and harness the creative talents of our employees.

In 2018 and 2019, our international tobacco business set up a customized leadership development program called 'LIGHT UP', in partnership with INSEAD business school. This program targets high-potential employees at director or vice president level and aims to equip them with vital skills for the most senior positions in the Company. In 2019, a total of 32 employees from around the globe were selected to participate in this program.

The two-week course encompasses a wide range of teaching methods, including discovery learning, one-to-one coaching, facilitated discussions, and personal reflection. Participants found the course empowering and became more confident in fostering team spirit and working together on future challenges.

Strong leadership is not built in a day, so we will continue to run the program every year with a view to gaining more leaders across the Group.



This was a high-impact program focusing on strategy and performance management in complex settings, new business models, and the future of leadership. We really appreciated the enthusiasm, positive

energy, and team spirit of
the JT group participants.

”

INSEAD



All of our employees at all levels can access comprehensive training programs. Fundamental business courses in giving presentations, writing, or time management are available to those in junior positions. More advanced programs such as task execution, negotiation skills, or leadership are aimed at middle-management and senior positions. These courses are great opportunities for employees not only to develop their skills, but also to inspire each other and broaden their perspectives.

Various tools are available to make the training programs more accessible. For instance, in 2018, we launched a global learning platform in our international tobacco business. It is available to 20,000 employees, who can choose programs according to their interests, such as leadership or language learning.

In 2019, we also introduced an advanced, tailor-made platform for the 18,000 employees in our Japanese operations. The platform has received positive feedback from our employees.

Moreover, as line managers play a key role in our employees' careers, we hold regular performance and career discussions throughout the year. We encourage regular communication between managers and

employees, in order to leverage our employees' full potential and boost their development. In 2019, 85% of our employees participated in the 2018 performance review.

Talent attraction

Another priority for us is ensuring that we are chosen by the best talent. Although our operation is worldwide, the Company is not yet well known in some countries, and we need to find ways to connect with talented individuals in these locations. Attracting Generation Z* is particularly important, as this age group represents a growing proportion of our new hires, and their unique skills will help drive innovation in the JT Group.

*Representatives of Generation Z aged 18+, born between the mid-1990s and 2001.

With this in mind, our international tobacco business launched the first global internship competition 'Make It Bright' in 2019, in which students from 17 countries pitched ideas for positive change to our business. The program reached nine million students around the globe, and more than 5,000 registered. The winning team from Ukraine will receive a six-month paid global internship in 2020.



Case study

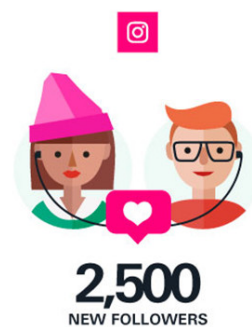
Spreading the word

The tobacco industry is undergoing a major transformation, and we want to make people aware of the new opportunities that our Company offers. In recognition of our need for a stronger employer brand, we launched the 'Join the Idea' HR campaign in 2018, with the aim of making our Company more visible and attracting the right internal and external talent.



In 2019, we focused more on social media, especially LinkedIn, Facebook, and Instagram, and the results were very encouraging.

RESULTS OF OUR SOCIAL MEDIA CAMPAIGN



Case study

Fighting for new opportunities for armed forces personnel


Approximately 15,000 service personnel leave the U.K. armed forces every year. Although they are highly trained, these individuals face difficulties in joining the civilian workforce, as employers do not always recognize, or know how to translate, their skills and experience.

As part of our wider diversity and inclusion focus, in early 2018 we launched a program to help ex-military personnel find employment, either with our own Company or other organizations. The longer-term aim of the program is to inspire other companies as well.

Through a close partnership with Mission Motorsport, we organized work placements, job shadowing, and CV workshops. We also held career inspiration days, which included an interactive interview workshop with actors and LinkedIn profile master classes.

We are members of [Business in the Community's](#) [Employment & Skills](#) leadership team and Excluded Group taskforce. Together with other employers and organizations, we contributed to a best-practice employer toolkit, and are supporting Business in the Community's work to identify ways for employers to improve employment outcomes for all excluded groups.



Our U.K. workforce now includes four military veterans, and we have been awarded [the Employer Recognition Scheme Silver Award](#)  for our support to the armed forces community.

Diversity and inclusion



For us, diversity means all the ways in which current and potential employees may differ from one another, such as age, gender, ethnicity, religion, disability, sexual orientation, education, and national origin. Inclusion is about treating all employees fairly and respectfully and ensuring that everyone feels like they are part of the same team.

Establishing a diverse and inclusive workplace is a top priority for us, because we would like all of our employees to enjoy their work and to perform to the best of their abilities. We believe this brings a rich mix of viewpoints and perspectives, which can inspire new ideas, lead to solutions to complex issues, and drive our business forward.

In some respects, we are already highly diverse – our workforce includes over 100 nationalities in more than 120 countries, and it is vital for us to create a workplace free from any discrimination, where people can be themselves. However, in order to further strengthen our organization, we wish to increase diversity and inclusion in other respects and within senior management across our Group.

We welcomed a new Vice President of Diversity and Inclusion in February 2019 in our international tobacco business, and established a practical and ambitious new strategy consisting of three pillars: Gender Equality, New Ways of Working, LGBT+ Inclusion.

Involving every employee is key to creating a diverse and inclusive culture. With this in mind, the new strategy was shared with employees during the first Diversity and Inclusion conference at our Geneva headquarters.

In the short time since the Diversity and Inclusion department was created in February 2019, employee awareness has risen, thanks to this wide-ranging program. To help us move towards becoming a more diverse, inclusive, and attractive workplace, we also plan to place a special focus on well-being and future generations.

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Diversity, the state of being different, isn't the same as inclusion. One is a description of what is, while the other describes a style of interaction essential to effective teams and organizations. Diversity and inclusion have become absolutely essential. They are not just abstract notions for me. I want all of our employees to benefit from this and to be themselves all the time, everywhere.



”

Christiane Bisanzio,
Vice President, Diversity and
Inclusion, JT International

Progress towards gender equality

We have been focusing on building a gender-balanced workforce and our Board members are heavily involved in working towards this ambition. A Diversity and Inclusion Advisory Council at Board level in our international tobacco business demonstrates senior management's support for this inclusive and forward-looking approach. Senior leadership have taken special training on identifying the obstacles preventing talented women from advancing their careers.

Another project to address this was a reciprocal mentoring program that matched JTI top management with more junior employees (including women, men and LGBT+ employees). The aim was to enhance top management's understanding of some of the challenges facing female employees, while providing the junior employees with a valuable career mentoring opportunity.

To foster the professional development of female employees, we also launched a one-year sponsorship program targeting female employees, supported by senior leadership. To further drive gender equality, we established a global Employee Resource Group called "TogetHer". This internal network is fully inclusive and open to all JTI employees.

Female representation in management* within JT

Employees in management positions	2015	2016	2017	2018	2019	2023 target
Female representation in management within JT (%)	4.0%	4.7%	5.5%	5.7%	6.5%	10%

Female representation in management within our international tobacco business

Employees in management positions	2015	2016	2017	2018	2019	2020 target
Female representation in management within international tobacco business (%)	27.6%	28.4%	28.2%	28.4%	29.3%	30%

*In JT, the management includes employees who are in a position of supervision or management, according to national legislation and practice (except executive officers). In our international tobacco business, the target refers to only employees who are in a director position.

As well as building a more gender-balanced workforce, we are aiming for equal pay and the equal representation of women and men in our recruitment process. Following our Geneva headquarters' recognition as an equal-salary employer by the EQUAL-SALARY Foundation in 2018, we are now aiming to apply the same approach in other countries.



“


As a mother and grandmother, with a son, daughter, grandson, and granddaughter, I want future generations to grow up in a world where equal pay is a reality. With every single action taken by companies like JTI in tackling the gender pay gap, the whole equal pay movement grows and gains more attention.


”


Véronique Goy Veenhuys,
Founder and CEO, EQUAL-SALARY
Foundation

In recognition of our exceptional work in promoting women's success in the workplace, in 2020 JT has been named a 'Nadeshiko Brand' for its second consecutive year and its third overall.

Building an inclusive working environment

To ensure inclusion at all levels, we are also focusing on the LGBT+ community. In 2019, we took an important step forward by running workshops on LGBT+ inclusion in certain countries in Asia-Pacific and Europe. The Vice President of Diversity and Inclusion attended, along with a number of experts in this field, including [Out Now](#)  .

We also created a global LGBT+ Employee Resource Group with a dedicated internal communication platform ([Workplace](#) ), to facilitate networking and interaction among like-minded people and enhance employees' understanding of LGBT+ across the whole Group.

Furthermore, we believe in workplace equity and giving everyone the same opportunities. For this reason, all of our job vacancies in our international tobacco business are now published on [www.mygwork.com](#)  , a global networking hub for LGBT+ professionals and graduates.

JT has made positive progress too, achieving the highest-ranking Gold status in the PRIDE Index 2019 for the fourth consecutive year.

Flexible working

Recognizing that different people have different working styles and needs, we promote a workplace environment that allows all employees to fulfill their potential. This includes working parents.

We encourage flexible hours and remote working throughout the Company. For

instance, in our Japanese operations, employees are eligible for flexible hours and allowed to work remotely two days a week. In our Geneva office, we introduced a new policy which allows employees to work remotely four days a month.

In another move towards more flexible working, our international tobacco business revised the global dress code in 2019 to allow employees to wear what they feel is appropriate. Employee feedback has been very positive.

Additionally, we offer paternity and maternity leave exceeding legal requirements in some countries, such as the U.K. and Japan. We also provide childcare facilities and financial support with childcare. In recognition of this, JT has been certified as a childcare-supporting company by the Japanese Ministry of Health, Labor, and Welfare.

In some countries with an aging population, we also offer support for employees who care for older people. For instance, in the U.K., we allow employees to take time off to look after senior family members. Likewise, in JT, employees can take days off when needed, and the Company offers financial support for professional nursing care.

Being a responsible employer

Engaging with employees



As a responsible employer, engaging employees is crucial, and we communicate with our employees through multiple channels. Our aim is to foster a working environment that is free from discrimination, and to maintain constructive relationships with unions.

To evaluate the effectiveness of our programs and the level of engagement of our employees, and to identify areas for improvement, we carry out an Employee Engagement Survey (EES) across the Group.

In 2018, the overall survey response rate was 99% in JT and 93% in our international tobacco business. The survey includes a 'Sustainable Engagement' category, which measures employees' job satisfaction and long-term commitment to the business.

In JT, the total favorable score for this category was 82%, which is 12 points ahead of the average score for Japanese companies. In our international business, 89% of employees gave a positive response, placing the Company one point above the Global High-Performing Companies Norm.

The EES survey is conducted every three years* across the Group. Additional employee-related surveys are available, so that we can always be mindful of employees' concerns and quickly implement relevant measures. For instance, each office in our international tobacco business regularly conducts a survey named PULSE to check their progress towards key challenges which they identified via EES. In 2019, our Japanese operations introduced a new scheme allowing departments to carry out surveys at any time. A variety of options are available under the new scheme, including a three-minute survey for gathering rapid feedback, enabling departments to choose which option best meets their needs.

The input we receive from employees helps us to understand our strengths, the progress we have made, and the areas where we need to keep improving. Importantly, our people also help us understand what we need to do differently to maintain our reputation as a top employer.

*Before 2019, our Japanese operations used to conduct the survey every year.

Freedom of association and trade unions

The JT Group supports freedom of association and the right to collective bargaining, even in countries where these freedoms are not a legal prerequisite. This means we are committed to open and constructive relations with trade unions and works councils. If one of our sites ever has to cease activities due to the operating environment it faces, we work closely with unions to ensure affected employees are treated fairly and beyond the minimum legal requirements.

We have a long history of positive industrial relations. Across the JT Group, industrial relations are based on individual countries' labor laws, and we aim for open and constructive relations with trade

unions and works councils. Dialogue with trade unions generally takes place within the jurisdiction of our local operations, and typical engagements cover aspects of company management, strategy, and planning, as well as operational issues.

In line with the relevant European Directive, we also have a voluntary European Works Council agreement in place. Our European Works Council operates as an employee information and consultation body for transnational issues relating to our operations in Europe. The Council has regular meetings each year and is made up of employee representatives and members of management.

Related links

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JT Group health
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investment



JT Group health and safety

Our employees have the right to be protected from work-related injuries and illnesses, and it is our responsibility to provide a safe and healthy work environment. We align our health and safety standards with OHSAS 18001 and always meet or exceed legal requirements.

When our standards are stricter than local laws, we require our local offices to comply with our standards. The scope of our standards extends beyond our employees, covering contractors as well as visitors to our operations.



Target

In line with our vision of zero workplace injuries, we will reduce injury rates by 25% by 2023 and 50% by 2030. (Baseline year: 2015).

Progress

Health and safety performance in our tobacco business

Recordable injury rate* declined 31.2% from 0.72 in 2015 to 0.49 in 2019.

		2015	2016	2017	2018	2019
Recordable Injury Rate (per 200,000 working hours)	Employees	0.72	0.64	0.67	0.50	0.49

* Recordable injury rate = Recordable injuries/200,000 hours worked. Some data from newly acquired business have been excluded, as newly acquired business needs 18 months to integrate the JT Group Health and Safety Standards.

Our Health and Safety Performance as a Group

Recordable injury rate* declined 31.2% from 0.72 in 2015 to 0.49 in 2019.

		2015	2016	2017	2018	2019
NUMBER OF FATALITIES	Employees	1	2	0	1	1
	Contractors	1	1 (only JTI)	2	0	0
Lost Time Injury Rate (per 200,000 working hours)	Employees	0.34	0.39	0.37	0.24	0.24
Occupational Illness Rate* ¹ (per million working hours)	Employees	0	0	0.08	0.02	0.01
Other Important KPIs						
% of Cigarette and Tobacco-Related Factories Certified to OHSAS 18001		78.9%	77.8%	74.4%	76.9%	79.5%
NUMBER OF VEHICLE ACCIDENTS* ²		1122	1151	66	85	71
Vehicle Accident Frequency Rate* ² (excludes property damage, accidents per million kilometers)		4.84	3.87	0.23	0.21	0.16

In 2019, we recalculated all the historical data. Concretely, we removed some data from newly acquired business considering the fact that newly acquired business needs 18 months to integrate the JT Group Health and Safety Standards.

We revised our KPIs this year and we no longer report the number of lost time incidents, and the lost time incidents rate.

We regret that one employee and two people in our communities died as a result of work

accidents in 2019. We try to learn from every accident and remain committed to achieving zero fatalities.

*1 Data scope: 2015: only JT, 2016 and 2017: JT and Japanese domestic Group companies, from 2018: The entire JT Group. Learn more about our data scopes at [About our reporting](#).

*2 The numbers of vehicle accidents and the vehicle accident frequency rates in 2015 and 2016 contain property damages because the data is not available in our international tobacco business. The data in 2015 covers only our international tobacco business and from 2016, we cover JT and JTI.

Three pillars of safety



Our safety programs are based on three fundamental pillars: safe workplaces, safety competence, and a Group-wide culture where the safety of our people always comes first. The level of risk varies from location to location, but the highest risks across the JT Group are driving vehicles, riding motorcycles (driver safety), and working with machinery, as well as slips, trips, and falls.

To mitigate these risks and prevent injuries, we conduct risk assessments throughout the whole supply chain. This helps us to identify hazards, implement appropriate measures, and ensure that our approach helps us to protect our employees. We also focus on raising awareness among employees and thoroughly embedding our safety culture in our day-to-day work.

In 2019, we rolled out a new driver safety policy and implementation guidelines across our international tobacco business. Focusing on driver behavior, the new guidelines require local offices to conduct a risk assessment to identify high-risk drivers. They must also send periodic progress reports and action plans to our headquarters in Geneva.

Additionally, considering the growing number of female employees, the policy now includes maternity protection for female drivers.

In the next three years, 30,000 employees will take a driver training course.

We plan to launch a new tool globally in 2020 to facilitate risk assessment at local offices. This tool has been piloted in Egypt, where trying to reducing vehicle accidents has been challenging due to poor infrastructure and traffic management in the country. Feedback from local health and safety managers and employees has been very positive.



In our Japanese operations, we are developing a new strategy and remain committed to eliminating any vehicle accidents that harm our employees.

Case study

Reducing incidents by 50% through our motorcycle safety program

Driving is a critically important area of safety for us, as it can lead to serious injuries and even fatalities. Driving is most dangerous in countries where safety standards and awareness are lower, and ingrained driver behavior is less risk-averse.

We have been addressing this issue since 2016, when we launched a motorcycle risk management program in countries where employees drive motorcycles daily, such as Zambia, Malawi, and Tanzania. We have updated the program and we are now planning to implement it in our acquired operations in countries such as Indonesia, Ethiopia, and Bangladesh.

The motorcycle program is designed to reduce risks by teaching the technique of 'defensive driving' to reduce accidents and focusing on the proper maintenance and inspection of vehicles. It emphasizes the need to wear proper protective equipment, such as helmets, gloves, and high-visibility jackets.

Thanks to Train-the-Trainer sessions, we now have 130 specialized motorcycle trainers who can provide training in their countries. The program has had a significant impact on safety performance. In 2019, the number of motorcycle-related injuries in the countries where we implemented the programs was reduced by 50% compared to 2016 and 2017.



Standing up for road safety in Iran

Road traffic accidents are a major concern in Iran, where we have a sales office, and unfortunately many of our employees have been involved in vehicle incidents. To protect our employees, we developed and launched the road safety project 'Stand for Safety' in 2018.

We began by analyzing the root causes of the incidents involving our employees. Among the factors identified were dangerous driving, mechanical faults, and adverse weather.

As a result of what we learned, we developed and ran targeted driver safety training sessions for sales managers in each of our 38 Iran offices throughout 2018.

In 2019, this was reinforced through weekly safety meetings hosted by team supervisors. We continue to regularly share training materials on subjects such as defensive driving.

Since the project began, there has been a significant and sustained decline in the vehicle accident frequency rate in Iran. This protects our employees, minimizes vehicle damage costs, and reduces the amount of time spent dealing with incidents.



THE AVERAGE VEHICLE ACCIDENT FREQUENCY RATE



2018

2019

Ensuring the same standards around the world

As part of our drive to expand the business geographically, we have made acquisitions in new markets.

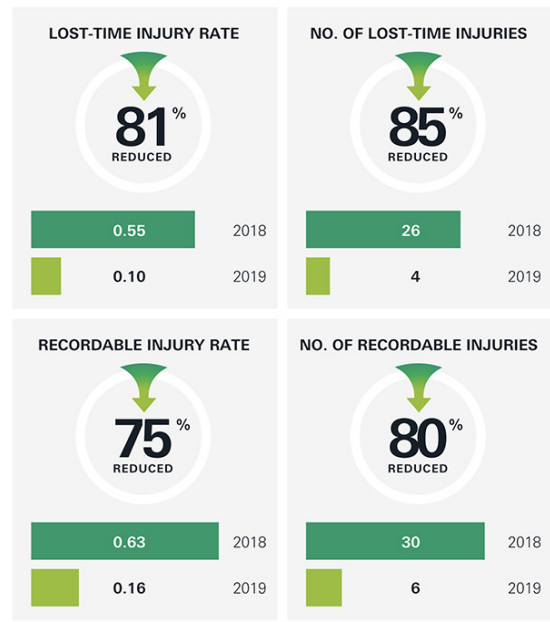
- In 2017, we acquired tobacco manufacturers in Indonesia and the Philippines, and we became the majority shareholder of The National Tobacco Enterprise (Ethiopia) Share Company.*
- In 2018, we acquired additional tobacco companies in Russia and Bangladesh.
- These acquisitions considerably increased the size of our workforce.**

Most of these acquired businesses operate in developing countries, with a raft of societal and economical challenges. We recognize this and feel responsible for improving the working environment. We therefore introduce our policies firmly and immediately after each acquisition. We also visit the sites and support local managers to ensure that our policies are endorsed and embedded across the Group.

Particularly in these countries, health and safety issues pose a serious risk to local communities, our employees, contractors, and our business continuity. For this reason, we take a systematic and risk-based approach to acquired businesses from the outset. The Health and Safety team at our headquarters conducts a risk assessment for potential new countries to check whether their standards meet ours. Following an acquisition, we support local offices to identify key risks, develop and implement 18-month action plans, and align policies with our standards.

Following the implementation of our global policy and standards in Ethiopia, employees can work in a much safer workplace and we have drastically reduced the number of work-related injuries at this location. Previously, there had been incidents involving moving equipment, falls, and vehicle accidents, among other safety risks. Now employees are more safety-aware, and we continue to make efforts to create a workplace free from any safety issues.

WORK-RELATED INJURIES OF EMPLOYEES IN ETHIOPIA (2018 vs 2019)



* We became the majority shareholder of the Ethiopian company in December 2017.

** Please refer to our [GRI Index](#) for detailed information about our workforce composition.

H&S ACQUISITIONS APPROACH



Towards a better workplace

We care deeply about employee well-being because we want our employees to feel comfortable and motivated every day. We run a variety of well-being programs across the Group, such as ergonomic assessments and ensuring general occupational hygiene.

To design these programs, we gather well-being data from our local offices. In 2018, we expanded our data scope by introducing new rules requiring all local offices to report their occupational health cases to our headquarters. This will allow us to understand our global risks and develop a consistent




approach to them, while strengthening our existing protection measures.

Local managers are responsible for investigating reported issues and identifying the causes. If the issues are attributed to the work or workplace, we take appropriate measures immediately to protect employees' well-being and prevent recurrences.

We communicate the importance of check-ups to our employees and put in place initiatives to facilitate them. In Japan, through these check-ups, we identified several lifestyle-related risk factors which can cause chronic conditions such as diabetes. We therefore launched a platform where employees can view the results of their check-up and receive relevant well-being tips. This will raise employee awareness of lifestyle-related risk factors, and ultimately reduce absenteeism rates.

Another key focus area in our Japanese operations is employee mental health. As mental health issues can be related to stress, employees are encouraged to attend stress management sessions and individual meetings with doctors. In addition, we held sessions on sleeping well, as our annual employee survey results showed that this was a key concern.

These programs have had a positive impact on employee productivity and the absenteeism rate in Japan, which has recently been below 1%.

We are pleased to announce that JT was named as a [“White 500” company](#)  for the fourth year running. This award is presented by Japan's Ministry of Economy, Trade, and Industry. It recognizes large enterprises that are making outstanding progress towards better well-being among their employees.

About our reporting

Our referenced guidelines(GRI), notes on data (BoR), and scope of our data (*A-E).

[Read more >](#)

Related links

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Community investment

Our sustainability journey is dependent on the skills and spirit of our people working together with the communities in which we operate. To make societies cohesive and inclusive, we invest in the communities in which we operate, and in the people who live there.

Through our community investment programs, we bring benefits to local people and places, and give our employees the chance to volunteer in their local communities and learn new skills. To assess how effective our [management approach](#) is, we have set a community investment target.


Target*

Between 2015 and 2030 we will invest 600 million U.S. dollars to help make communities inclusive and resilient, with our employees contributing 300,000 volunteering hours.

*This is a Group-wide target.

Progress

Since 2015, we have invested 300 million U.S. dollars in our communities and employees volunteered 119,349 hours on company time.

Read more about our latest progress on the JT Group's [tobacco business sustainability strategy](#).  .

Our Group-wide contributions to societies

As a responsible business, we wish to create a positive social impact in our local communities. Our local programs are designed to make our communities more inclusive and resilient, while also providing volunteering opportunities for our employees to engage with local communities and develop a variety of soft skills. We will continue to make efforts to meet our target to help make communities more inclusive and resilient.

Discover our [latest projects](#).

Related links

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