

Evolve Personnel Development

NSK's Approach

In its Management Principles, NSK clearly states its commitment to providing challenges and opportunities to our employees, utilizing their skills, and encouraging their creativity and individuality. We believe that every employee is a valuable asset of the Company. NSK works to create a fair workplace that empowers the individual.

Examples of FY2021 Initiatives

Diversity as a Driving Force of the Organization

NSK regards diversity as a source of competitiveness that will open new possibilities in the future. In particular, we have identified management-level diversification of values and career advancement for women as key management issues, and are working to train female managers and managerial candidates. In FY2021, NSK was selected as a *Nadeshiko* Brand—an honor that is jointly determined by Japan's Ministry of Economy, Trade, and Industry (METI) and the Tokyo Stock Exchange—for the third successive year.



Career Advancement Training in FY2022 (with precautionary measures taken against COVID-19)

LGBTQ+ issues have also been raised as one initiative to promote understanding and empathy for non-visible diversity. In addition to the transgender response guidelines under which we have operated for some time, we have made our employee welfare systems applicable to same-sex partners, treating them as family members of employees (as of December 2021). We are fostering a corporate culture with greater acceptance and understanding of LGBTQ+ issues by holding seminars for employees and developing LGBTQ+ allies, as well as further clarifying NSK's commitment to protecting the rights of all parties. In recognition of these activities, we were awarded Gold status in the PRIDE Index 2021 as recognition for our efforts in addressing LGBTQ+ issues.

In addition to promoting a healthy work-life balance for working parents and caregivers, we issue guidebooks to promote awareness and offer support for employees undergoing fertility treatment.



Employee Engagement Surveys

(Aiming for a Vibrant Workplace Where Employees Can Work with Peace of Mind)

Since FY2018, we have been conducting global employee engagement surveys every two years. In the FY2020 survey held in Japan, more than 16,000 employees (including those of Group companies) were surveyed, with a response rate of 93%. The number of written comments reached around 5,000. Scores improved for more than 90% of the questions compared to the FY2018 survey. In response to the results of the FY2020 survey, we have established improvement measures for each department and put a range of initiatives in place. We are also conducting improvement activities to deepen the level of understanding and support for strategies and direction throughout the Group, with management also making concerted efforts such as increasing opportunities for dialogue with employees.

A third survey is scheduled to be carried out in the fall of 2022. To maintain and improve employee engagement, we will identify issues for the Company as a whole and each organization, and make ongoing efforts toward improvement to create a workplace environment where every employee can work with greater peace of mind and enthusiasm.

Corporate Health and Wellness Management

(Promoting Mental and Physical Health)

In recognition of its initiatives to promote better mental and physical health, NSK has been certified as an Outstanding Health and Productivity Management Organization (White 500) in Japan for five successive years. In FY2021, we created and introduced in-house stretching exercises to improve the health of employees in our head office departments and sales departments, where work styles have changed significantly because of the COVID-19 pandemic due to changes such as the expansion of remote work. We also held a new online health fair to raise the health awareness of employees, which attracted many participants.

Moreover, we aim to maintain and improve the health of our employees through a range of ongoing initiatives, including briefing sessions on the results of stress checks (conducted as part of organizational health checks) and No Smoking Days held on the 22nd of every month.



▶ Please see our website for more information. <https://www.nsk.com/sustainability/hr/index.html>

Environmental Management

NSK's Approach

One of the key elements of NSK's corporate philosophy is to help protect the global environment. At NSK, we regard the environment as one of our core values. In line with our corporate philosophy, we are engaged in initiatives to maximize environmental contributions through our products and achieve zero environmental impact due to our business activities.

Examples of FY2021 Initiatives

Voluntary Inspection of Environmental Risks and Management of Substances with Environmental Impact

As one of its unique activities, NSK conducts voluntary audits of its management system for environmental risks and environmentally hazardous substances (chemical substances). In the past, we have visited business sites and used our own unique checklist to audit risks and management systems. Since 2020, however, it has become difficult to visit sites directly due to the impact of the COVID-19 pandemic. After voluntary inspections at each site, we confirm inspection results at the head office and utilize them to promote environmental activities. Going forward, considering travel restrictions, we will establish a new audit and inspection system and work to enhance our environmental conservation efforts.

Rainwater Recycling

At NSK's Newark Plant in the United Kingdom, equipment for collecting rainwater and utilizing it for on-site facilities such as washrooms has been in operation since April 2021.



This equipment provides clean water by eliminating bacteria and fungal spores in rainwater through filtration and UV irradiation. The rainwater collected covers around 40% of the water used in washrooms and other facilities, enabling us to reduce annual tap water usage by 200,000 liters.

Utilizing Green Power at Major Locations in Europe

NSK aims to achieve carbon neutrality (Scope 1 + 2) by 2030, especially in its European operations. We have been using green electric power—generated using renewable energy—at our Munderkingen plant (Germany) since 2017, our Walbrzych plant (Poland) since 2018, and our Kielce plant (Poland) since 2020. In 2021, our Newark and Peterlee plants in the United Kingdom also switched to green power, enabling significant reductions in CO₂ emissions at our major European plants.

▶ Please see our website for more information. <https://www.nsk.com/sustainability/environment/index.html>

In particular, by switching to green power in January 2020, our Kielce plant—NSK's largest European site—reduced CO₂ emissions by approximately 65,000 tons in the following year.

We also use green electricity at selected non-manufacturing locations in Germany and a distribution center in the Netherlands.

▶ PP.34-35 Promote Carbon Neutrality



Kielce plant (Poland), NSK's largest European site

Conservation of Biodiversity (Forest Development Activities)

Based on its biodiversity guidelines, the NSK Group works to identify the various impacts of its business activities on biodiversity and to promote positive impacts and limit negative impacts.

In FY2021, we carried out forest development activities at NSK Gunma Future Forest, which we have been conducting since FY2015. Around 30 volunteers performed tree thinning and grass cutting work under guidance from Gunma Prefecture.

The NSK Group engages in community-based biodiversity initiatives globally.

