

② Enhance Managerial Resources

Evolve Personnel Development



NSK's Approach

In our Management Principles, NSK clearly states that our aim is “to provide challenges and opportunities to our employees, channeling their skills and fostering their creativity and individuality.” In acknowledgment of the fact that each employee is a priceless asset, we have committed ourselves to creating a “fair workplace that empowers the individual.” This commitment features three key areas of focus: leveraging a diverse workforce, building more engaging workplaces, and providing opportunities for growth.

Examples of Fiscal 2020 Initiatives

Diversity as a Driving Force of the Organization

In fiscal 2020, 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. NSK has made women’s career advancement one of its important management objectives. Accordingly, we have been focusing on diversity and inclusion measures, such as providing training for women who are candidates for management positions. The *Nadeshiko* Brand selection recognizes NSK’s extensive efforts to promote employee diversity and flexible work styles.



Transforming Learning: Expand Educational Opportunities, Location, and Scheduling Options

Work styles are experiencing a tectonic change, as seen with trends toward working from home and remote meetings. Educational activities are also becoming more diverse, shifting from face-to-face to online training, video streaming, and other formats.

There are also advantages to revising the approach we take to education, namely, the changing of programs, formerly implemented in conventional face-to-face training formats, in accordance with objective or attribute. Take, for example, video streaming where a course is available without needing to lock in a time, or online training, where employees who had found it difficult to attend in person because they needed to take care of their children, or other circumstances, have become able to participate. These are formats that enhance convenience and expand opportunities for participants.

As one such educational tool there is a new video program initiative called “Act Active Agent.” Under this program, employees make and present their own video of themes relevant to business efficiency enhancement, the honing of skills, or raising motivation from among the initiatives they worked on at the internal training. Employees will share within the Company what they have learned; moreover, diversifying how they learn it promotes the transformation of work styles throughout the Company.



Online training

Initiatives to Promote Wellness in Both Body and Mind

NSK’s outstanding efforts in health management have been widely recognized. In 2021, the Company was certified as an Outstanding Health and Productivity Management Organization in Japan for the fourth consecutive year. NSK also was named to the “White 500” list of the top-performing 500 companies with this certification.

NSK recognizes that the health of each of our employees and their families is an invaluable asset to the Company and promotes initiatives with the aim of improving their physical and mental health. Based on the results of stress checks conducted on an annual basis, the Company holds organizational analysis feedback briefings for managers at each workplace, and improvement goals for each respective organization are formulated and put in place. In terms of physical health, by September 2020, NSK had eliminated smoking spaces within all NSK business sites, with the goal of preventing exposure to secondhand smoke. Moreover, by using a system to centrally manage the results of health checkups, we will be offering data-backed health support measures.



Opportunities for Growth through Diverse Experiences (Rotations)

Based on our conviction at the NSK Group that people grow through experience, young employees up to age 30 are considered to be in a training phase. We carry out job rotation for these young employees in career-track positions to broaden their outlook through a variety of experiences and to give them a better perspective. They are interviewed every three years to check their career plans. Transfers are performed to promote career development, as well as to acquire the ability to adapt to changing environments, build relationships, and hone communication skills. This reflects our efforts to offer opportunities to be active as future NSK people and to nurture growth as the human talent that will become responsible for managing the Company.

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