



Responsibilities and Actions for Stakeholders

With Our Employees

The business activities of our Group are made possible by the respective roles played by our employees. We consider our employees to be human assets, and strive to create work-friendly environments in which diverse employees can work in safety.

CSR Policy

► Human Resource Policy

We acknowledge that employees are the most important management resources. In light of this, we respect the diversity and individuality of our employees and cultivate abundant human resources, striving to promote the further development of our Group as a whole.

► Basic Policy on Industrial Safety and Health

We strive for occupational safety and health as the starting point of business activities on the basis of respect for human life and dignity.

Employees' expectations and demands



**Making employees
Happy
by meeting the above**

Promotion of Diversity

We promote diversity in our organization as we believe that diversity and inclusion are essential for companies to attain sound growth and ensure happiness for all employees. Here, diversity means an employee-friendly workplace that accepts different personnel "assets" (one in which all people regardless of their gender, age, disability or nationality, enjoy their work) and includes diverse values and ideas that move the company forward.

Focus on Employing Non-Japanese Nationals

Since 2013, we have started putting a particular focus on employing non-Japanese nationals in our new graduate recruitment, and have consistently employed at least three non-Japanese students each year.

Moreover, recently we have not only been putting efforts into employing foreign students at Japanese universities, but also non-Japanese students who have learned Japanese at universities overseas and wish to find work in Japan.

We have been active in this way from the angle of recruitment with aim of forming a global organization to respond to rapid globalization.

Strengthening and Maintaining Initiative to Promote Active Participation of Women

We are promoting the active participation of women as a management strategy from the top down. The “DIAMOND Project” launched in June 2013 with the following principles: “changing the corporate culture,” “changing the consciousness,” and “changing the environment.” We hold events, such as “Forum for Female Employees,” “Training for Next Generation Female Leaders,” and “Career Advancement Support Program,” “Career Training for Employees Returning from Childcare Leave,” and “Women’s Networking” to support female employees in building their career and to stimulate their ambition. We also held lecture meetings for all senior managerial employees once or twice a year to deepen their understanding of diversity management.

Furthermore, in all departments, including those of Japanese group companies, general managers devised and implemented action plans that suited their own departments. In fiscal 2015, we presented Encouragement Awards to departments with outstanding initiatives. We are also expanding systems to create a workplace that is more comfortable for female employees.

▶▶▶ Voice of the Project Leader We Aim to Create a Company Where All Employees Can Play an Active Role

Otsuka
Human Resources Dept.

Our company has many excellent female employees.
I hope we will be a company where all employees can
work comfortably and their ideas can be realized.



Member of DIAMOND Project
(Front row, center: Otsuka)

Efforts to Upgrade Monozukuri Skills



Practical training in the use of tools

NGK SPARK PLUG CO., LTD. is a manufacturing company, and maintaining and upgrading our *monozukuri* (manufacturing) skills is essential in order to continue producing quality items. However, there are concerns about a decline in *monozukuri* skills at Japanese companies in general due to the mass retirement of the baby boomers and the shift of young people away from *monozukuri* with the changing times. Therefore, we established the *Monozukuri* Education and Training Center and continually provide education and training on the necessary knowledge and skills at the appropriate times.



With Our Employees

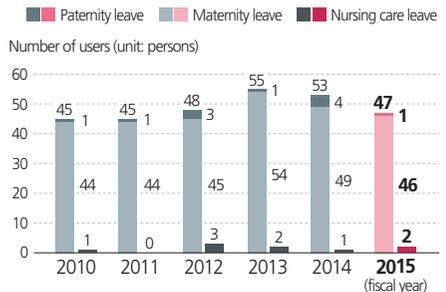
Initiatives that Consider Work-Life Balance

We are promoting initiatives that consider the work-life balance of our employees. In fiscal 2013, the number of employees on childcare leave exceeded 50, and male employees have also been taking leave each year recently. Moreover, almost all employees returned to work after taking leave.

We have changed the system for the shorter work day for child rearing by extending availability from the conventional period of the first grade of elementary school to the end of the third grade, allowing employees who wish to use the system to spend more time involved in their children’s development.

Also, labor and management work together to make active efforts aimed at reducing total actual working hours. Awareness raising posters have been put up at all worksites in efforts to set out and publicize initiatives in employees’ own worksites. Long working hours are prohibited as a rule, and Wednesdays are designated a simultaneous company-wide “No Overtime Day.” At worksites that have been unable to implement this, management and labor confirm the reasons for it as well as countermeasures and make efforts for the rigorous implementation of this system.

Number of Employees Using the Leave Schemes



Anti-harassment Measures

The company management and the labor union are working together to prevent any harassment and to protect the human rights of all employees.

Work Rules explicitly prohibit all sorts of behavior that constitute harassment, and we have an anti-harassment committee responsible for the prevention of such behavior by raising awareness through the company newsletter and provide level-specific training programs.

Also, all plants have an advisor, who is designated jointly by the company management and the labor union, to create an environment where it is easy for employees to voice concerns.

Toward Elimination of Occupational Accidents

In fiscal 2015, the total number of accidents was 13, and the total frequency rate was 1.06. The number of accidents itself was at the same level as the past few years. However, the results of labor and management’s joint safety and health activities which include risk

assessment, on-the-spot risk prediction and pointing and calling are becoming apparent little by little as accidents involving departments operating equipment that are likely to lead to serious accidents and accidents resulting in absence from work have been on a downward trend. On the other hand, the percentage of occupational accidents involving temporary workers is on the increase. Therefore, we are working with temporary employment agencies in an effort to reinforce training and awareness and promote further reductions in occupational accidents.

Furthermore, in fiscal 2015, we worked to raise employees' awareness of traffic safety by introducing dashcams into company-owned vehicles and holding traffic safety seminars for all employees.



A traffic safety seminar

Safety and Health Committee Activities with Workers in the Workplace

As one activity to create a safe and secure workplace, the Safety and Health Committee introduced a new inspection technique called "Safety Observation" in fiscal 2015.

In the conventional inspections, there was a tendency to focus on identification of the 5S in the workplace. However, under Safety Observation, we check workplace risks, primarily the actions of workers, by observing from a fixed place in the workplace because many occupational accidents occur due to unsafe actions during work.

Through Safety Observation, it is possible to be aware of unsafe actions that arise from *muri, muda, mura* (unreasonableness, waste and inconsistency) by workers that is not noticed when simply looking at work procedure manuals. Participants have also expressed positive opinions including such comments as, "I felt that it is an effective way to improve work methods."



▶▶▶ Voice of Our Safety and Health Leader

Participation by All Members in Safety Declarations

Ichikawa
Environment & Safety Management Dept.

The cooperation of every single person working in the workplace is needed in order to reduce industrial accidents. During the safety, health and environment conferences held at each plant every year in order to get employees to think about safety a little and translate thoughts into action, we got people, including managers, to fill out "My Safety Declaration." We really want people to put their safety declarations into practice in the workplace as well and increase the amount of time they spend thinking about safety.