

Chapter  
**4**

# Good Labor Practices

## Creating a Dynamic Work Environment

As globalization advances, there are more and more opportunities for exchange among different peoples and nationalities. It has never been more important to work together to achieve harmony and mutual benefit for all countries and regions, and the basis of this must be deeper mutual understanding. Companies, for their part, must create workplaces where employees respect the diverse cultures and practices of different countries and regions, embrace diversity in the workforce, and can work safely, with vitality, and with sensitivity to the unique characteristics of the local area.

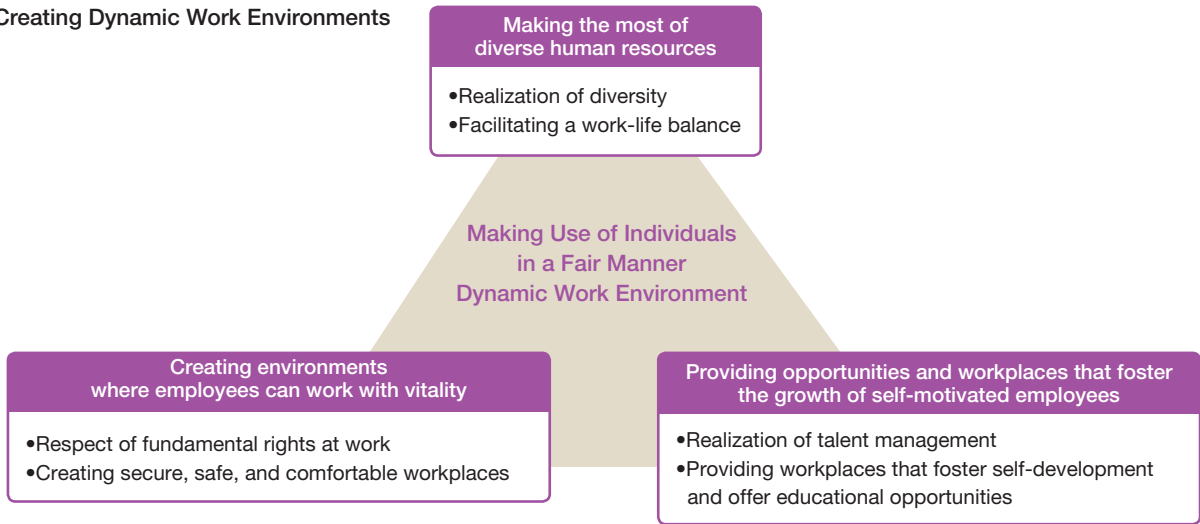
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# Creating a Dynamic Work Environment

## NSK's Approach

In its Management Principles, the NSK Group clearly states its aim “to provide challenges and opportunities to our employees, channeling their skills and fostering their creativity and individuality.” The Group sees each and every employee as a corporate asset who should be given opportunities that bring out his or her individual best, and it does so by creating work environments that foster enthusiasm and job satisfaction, aiming to develop the human resources who will lead the NSK Group in the future.

### ● Creating Dynamic Work Environments

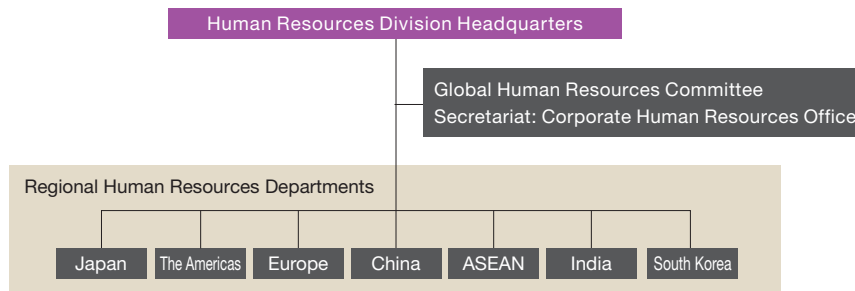


## Goal and Performance

### ● Developing the Work Environment and Human Resources Needed to Leverage a Global Management Structure

Enhancing a global business means developing human resources who make the most of NSK’s global management system and developing workplaces where employees with diverse values can all play a vital role. The NSK Group works hard to create safe workplaces, promote diversity, and develop human resources with a global mindset.

### ● Organization of the Human Resources Division Headquarters



### ● FY2015 Activities

In fiscal 2015, the Global Human Resources Committee focused its HR management efforts on enhancing programs for developing successor candidates to fill key executive positions outside Japan and began to develop these candidates’ competencies in leadership, a fundamental skill required in people who will take executive roles. In addition, the committee formulated an action plan designed to promote reliable performance and continuous improvement by sharing progress on steps taken to address issues in each region. Meanwhile, the Global Management College—in its fifth year at fiscal 2015—continued to train young managers selected from around the world with the aim of developing the next generation of leaders. The College carries out systematic and continual global human resources development for the NSK Group.

## Respect of Fundamental Rights at Work

### ● Basic Approach

Respecting the fundamental rights of workers is one of the most important ways for the NSK Group to fulfill its social responsibility as a corporate citizen and employer operating a global business. As such, the Group is committed to conducting business in a way that respects every individual.

#### ■ Prohibiting Discrimination and Respecting Fundamental Rights at Work

Respecting the Universal Declaration of Human Rights, the NSK Group promotes activities based on the declaration's ideas. Having clearly stated its aim "to provide challenges and opportunities to our employees, channeling their skills and fostering their creativity and individuality" in its Management Principles, the Group also defines the "prohibition of unfair discrimination" and "respect for basic fundamental rights at work" in the NSK Code of Corporate Ethics. Prohibiting discrimination—on the basis of race, appearance, belief, gender, social status, lineage, ethnicity, nationality, age or disability—as well as harassment, forced labor and child labor, the Group creates workplaces where diverse human resources can work enthusiastically while working hard to provide equal opportunity in recruitment, job assignment, evaluations and other employment issues.

In addition to making the concepts with regard to NSK's approach to human rights better known among its employees, the NSK Group identifies acts to the contrary through internal audits and its internal reporting system and, when necessary, implements initiatives such as the taking of rapid appropriate action.

#### ■ Employment That Preserves the Stability of Both Society and NSK

As a corporate group that is committed to *monozukuri* (quality manufacturing), the NSK Group pursues sustainable growth. This is why the Group approaches employment from a long-term perspective and also why it believes that it is essential to continually recruit and develop outstanding human resources who will be able to carry the business forward. The Group has also established a policy to prevent big layoffs and engages in appropriate employment practices in accordance with the laws and ordinances of each country and region where a business site is located.

#### ■ Labor-Management Relations Based on Dialogue

The NSK Group regards sound labor-management relations as critical to its sustainable growth. One way in which the Group respects fundamental rights at work, as pledged in the NSK Code of Corporate Ethics, is by guaranteeing employees the right to communicate openly and directly with management without fear of retaliation, intimidation, or harassment. Employees and managers are becoming better partners as they build trust by working to communicate more deeply, share views on the workplace environment and business conditions, and discuss and implement improvement measures. The NSK Group is committed to creating workplaces where employees can work vigorously.

As of March 31, 2016, 81% of the NSK Group's employees in Japan belong to the labor union. Employee representatives and senior management discuss a wide range of topics such as reasonable working hours and safety and health in an effort to enhance working environments.

## Developing Human Resources with a Global Mindset

### ● Basic Approach

The NSK Group believes that as the globalization of business advances, it is vital that employees can show their abilities in a workplace environment where they can recognize and solve common challenges, spanning national borders and cultural barriers.

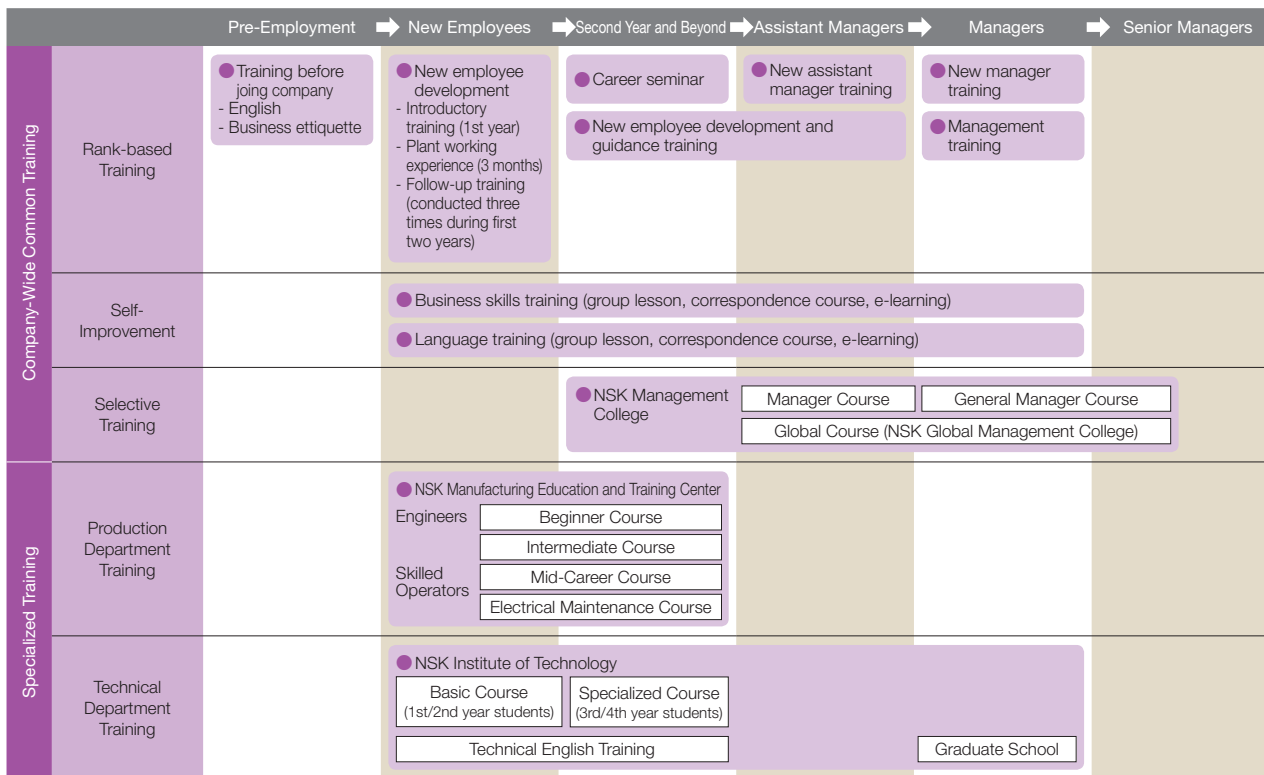
## Systems and Programs

### Program for Human Resource Development

The NSK Group sets up educational training programs in each region and provides employees with opportunities and forums that will contribute to their personal and professional development. While globally expanding its specialized training—including training for candidates selected to become the next generation of executives, the NSK Manufacturing Education and Training Center that teaches and passes on technical skills, and the NSK Institute of Technology (NIT) that provides comprehensive technical training for engineers—the NSK Group undertakes the human resource development that will underpin its business.

The Group also makes efforts to increase learning opportunities for employees by establishing education and training categories and publishing them on its intranet, while clearly describing to employees the content of various training programs, career seminar information, and educational support offerings. In fiscal 2015, the average number of training hours per-employee was 9.89 hours, and the per-employee human resources budget was 49,071 yen.

### NSK Group's Human Resources Development System



### Number of Participants in Education and Training Programs in Fiscal 2015 (in Japan)

Programs	Participants
Headquarters' Training •New employee training •Language training, etc.	1,027
Technology Divisions' Training •NIT	192
Specialized Training (Headquarters) •NSK Manufacturing Education and Training Center •Sales quality training, etc.	147
Plant Training (Conducted by Plants) •Quality education •Safety education •ISO-related education, etc.	4,823
Other •Retirement plan seminar, etc.	807
<b>Total:</b>	<b>6,996</b>

\* The total number of participants who took training programs conducted by NSK Group companies in Japan.

### Goal Management and Performance Agreement System

The NSK Group has adopted a performance agreement system as a means of aligning the trajectories of company/department goals and individuals' goals. The system is designed to allow employees to demonstrate their individuality and reach their full potential, facilitating personal growth simultaneously with company/department development.



Under this system, employees meet regularly with their supervisors to set goals at the beginning of the fiscal year, verify interim progress, and conduct a results follow-up at the end of the year. The Group uses a questionnaire to determine how satisfied employees are with evaluation feedback from their supervisors, thereby checking to make sure that truly interactive communication is being achieved. In fiscal 2015, 55% of all Group employees were evaluated under this system.

## Language Education

The NSK Group uses English as its common language in order to conduct operations smoothly through active communication between employees around the world.

At the headquarters divisions in Japan and at some plants, the Group offers English-language training with external instructors. This provides employees with the opportunity to learn practical English relevant to their work. In fiscal 2015, training course participants who had shown considerable improvement in their language skills were sent to English-speaking countries and introduced to foreign-language training to learn English in more practical scenarios.

At business sites outside Japan, the NSK Group is also conducting Japanese and English courses for local employees.

 <p><b>Overseas Language Training Taught Me More Than English Skills</b></p> <p><b>Sayo Tanaka</b> Automotive Business Planning and Controller Department, Automotive Business Division Headquarters, NSK Ltd.</p>	 <p><b>Working Efficiently, Using Japanese</b></p> <p><b>Xu Yayun</b> Automotive Bearing Technology Center, NSK (China) Research and Development Co., Ltd.</p>
<p>I participated in an English training program in London. The people I met at the school were wonderful and getting to know them was invigorating, since they were of many different nationalities. At first, it was difficult for me to be assertive even though people told me to not be embarrassed and go ahead and state my opinion. The thing I learned was that, even if you can speak English, you cannot have a conversation unless you have something to talk about. What you say shows who you are. Overawed by my fellow students, who talked about their dreams, gave opinions on politics, and imagined futures for themselves and their countries, I felt frustrated and embarrassed at first. The training gave me a determination to gain knowledge and be a person with her own opinions. I want to work hard to grasp market trends in and outside Japan and to express my ideas to those involved, so that I can perform my administrative work properly. I also want to make use of the English skills I have learned to conduct operations smoothly with NSK employees around the world. Furthermore, I never want to be content with where I am, but rather to keep growing by taking the present moment as a steppingstone to the future.</p>	<p>Japanese language classes are offered to employees of NSK's business sites in China. At the time I joined NSK I knew hardly any Japanese. Through the training I received in China, I became able to hold simple conversations in Japanese.</p> <p>When I came to Japan, however, I found that the actual expressions and pronunciation used by Japanese people were quite different from the Japanese I studied in China. So, I tried to increase my vocabulary by reading Japanese books and watching Japanese dramas. I also took a Japanese language class for adults and strove to improve my Japanese abilities. Thanks to this hard work, I passed level 2 of the Japanese Language Proficiency Test.</p> <p>Once I could communicate in Japanese, I could better understand the Japanese way of thinking and Japanese culture and customs. It has been a wonderful experience. Since returning to China, I have been working efficiently while cooperating smoothly with Japan through email and telephone conferences.</p>

## Global Management College

The NSK Group offers a Global Management College program for executive candidates being developed for leadership roles around the world. In fiscal 2015, the College's fifth year, 13 employees were selected, from Canada, China, Germany, India, Japan, the Netherlands, Singapore, South Korea, Thailand, and the U.S. Sessions were held at NSK Group sites in the following order: Japan, China, India, the U.S. and Mexico. The participants gained necessary knowledge and skills in leadership through the interactive curriculum, which included lectures on business strategy and visits to customers' business sites. In just its first five years, the College has already graduated 59 people from 17 countries. These leaders are now driving NSK's business in their respective regions.



Training at a plant in Mexico

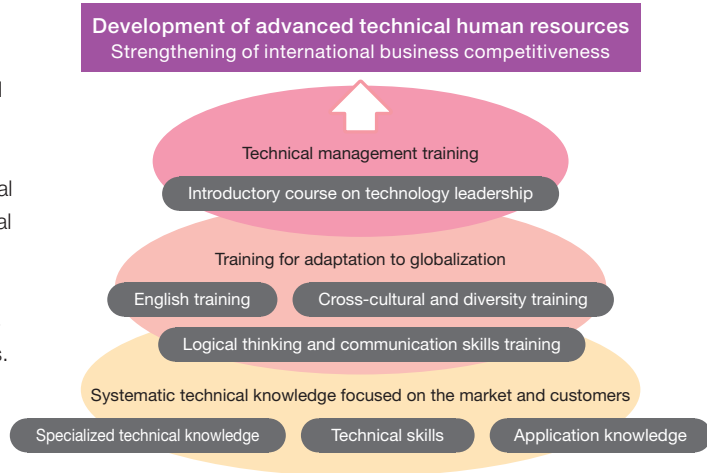
**Enhancing Training for Manufacturing Personnel**

Development of human resources with highly specialized knowledge is essential in order to continue creating competitive products. It is also important to accurately meet the specific needs of customers worldwide in order to achieve global business expansion. NSK is engaged in passing on technology and developing human resources on a global scale.

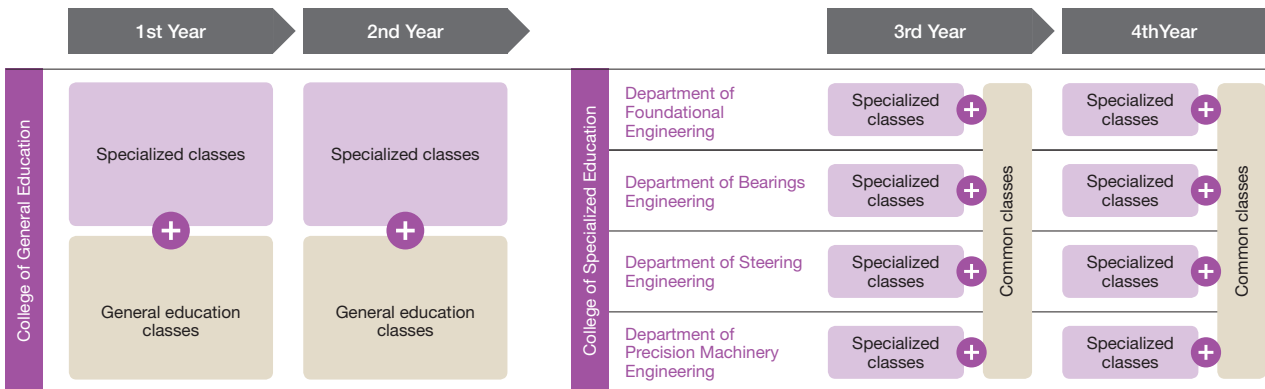
**NSK Institute of Technology**

NSK established the NSK Institute of Technology (NIT) in 2007 to develop its global technical human resources. At NIT, curricula and expected achievement levels are set separately for each faculty and academic year, and the institute provides systematic education with an exam-based credit system. NIT provides a wide range of educational opportunities, including general technical education covering topics such as specialized technical knowledge, technical skills, product knowledge, and quality control, as well as courses in logical thinking and communication skills. In fiscal 2015, 414 students enrolled in programs offered at 12 sites in 10 countries.

**Human Resources Development at NIT**



**NIT's Educational System**



**NIT's Training for Adaptation to Globalization: English Training**

Facility in English is a prerequisite for human resources with a global mindset. NIT offers a rich curriculum for mastering practical English skills in addition to support for the Test of English for International Communication (TOEIC) and e-learning.

For example, it seeks to raise speaking and listening abilities while increasing opportunities for exposure to English in practical situations such as giving presentations in English, guiding foreign visitors in English, and engaging in discussions with engineers at technology centers outside Japan via video-conferences. It also runs small-group club activities for learning English and is striving to turn English learning into an everyday affair.

### NSK Manufacturing Education and Training Centers

NSK established the NSK Manufacturing Education and Training Center at the Ishibe Plant in Shiga Prefecture in 2005 and at the Fujisawa Plant in Kanagawa Prefecture in 2006, aiming to develop frontline manufacturing experts with the ability to pass on technology and skills to others. The education of technicians, conducted in three courses on grinding/assembly, maintenance, and electrical maintenance, provides training suited to the ability and experience of each individual employee. Going forward, the centers will continue conducting the education needed to ensure that manufacturing skills are passed down and on-site capabilities are enhanced.

#### ● NSK Manufacturing Education and Training Center—Training Courses and Contents

	Course	Participants	Period	Course Content
Skilled Operators	Skilled operators (grinding/assembly)	Skilled operators	3 months	•Skills knowledge focused on the basic fundamentals of shop floor management
	Skilled operators (maintenance)	Skilled operators	3 months	•Special skills for repair/maintenance as well as shop floor management
	Electrical maintenance	Candidates for advanced maintenance staff	6 weeks + 2 months (at plant)	•Fundamentals of electrical maintenance (basic theory, programming, troubleshooting) •2 months of hands-on training at plant
Engineers	Beginner-level engineers	Engineer with 2-3 years (or equivalent) experience	6 weeks	•Fundamentals of being a plant engineer (basic engineering, basic management knowledge)
	Intermediate-level engineers	Engineer with 5-7 years (or equivalent) experience	2 weeks (2x per week)	•Knowledge for shop floor management skills for intermediate-level engineers • <i>Monozukuri</i> knowledge from the Toyota Production System

## Respecting Diversity Creating Organizations That Embrace Diversity

### ● Basic Approach

The NSK Group believes that local communities and the NSK Group can grow together if the Group develops businesses worldwide and creates stable employment. The Group is creating a corporate culture and working environments where each and every one of its diverse human resources can make the most of his or her abilities and character traits and experience job satisfaction, without limitations based on nationality, age, or gender.

### ● Initiatives in Fiscal 2015

In fiscal 2015, the Diversity Development Team (now the Diversity Development Office) redefined its mission as “to support the development of a rewarding corporate culture and working environments where each and every employee can make the most of his or her abilities and character traits,” and stepped up its activities.

### ■ Making the Most of Diverse Human Resources

Diverse human resources play active roles in many areas of operations within the NSK Group, not only in Japan. The NSK Group aims to realize optimal human resource deployment, without regard to country of origin, at manufacturing and technical sites around the world.

Related information

P. 26 Compliance Education; P. 40 Developing Human Resources Critical to Superior Quality; P. 60 Environmental Education



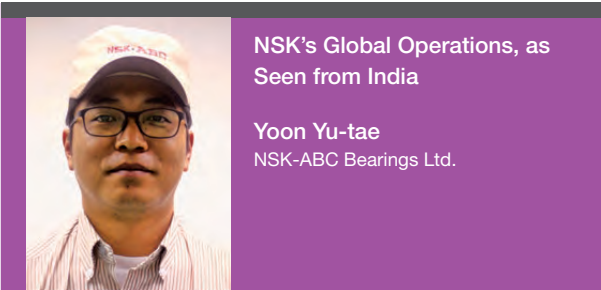
Reference data is available on NSK's website.

[www.nsk.com](http://www.nsk.com) > Sustainability > CSR Reports

● Personnel System to Support Career Advancement

[www.nsk.com](http://www.nsk.com) > Sustainability > Creating Dynamic Work Environment

● Human Resources Development Programs Underpin Growth



### NSK's Global Operations, as Seen from India

**Yoon Yu-tae**  
NSK-ABC Bearings Ltd.

NSK Korea sends personnel to NSK Group subsidiaries outside Japan to play a part in NSK's global business operations and to help develop human resources with a global mindset. NSK Korea sent me from its Changwon Plant to NSK-ABC Bearings Ltd. (NABI) in India, where I work as a quality control manager. It has been about four years since I came to India. When I first arrived I established my own goals and objectives, and I have been working hard every day to help NABI achieve stable quality and to contribute to its development.

NSK Korea and many other NSK subsidiaries outside Japan have programs for training in or temporary transfer to Japan. But, it is very rare for a subsidiary outside Japan to send personnel to another subsidiary outside Japan, and so I think this is a really good experience for me. As I work together with Indian staff members and Japanese representatives, I am exposed to two foreign cultures (Indian and Japanese). At first it was a little bewildering, but since we have the same commitment to manufacturing bearings and share NSK's Corporate Philosophy and values, we have been able to cooperate and work together well.

During the remainder of my term here I will continue doing my best to contribute to the development of NABI. After returning to Korea, I want to make use of the valuable experiences I have had in India in order to become an indispensable person at NSK Korea.



### Participating in a Diversity Training

**Ayako Tabuchi**  
Technology Development  
Department 1, New Field Products  
Development Center, Technology  
Development Division Headquarters,  
NSK Ltd.

In this training session I learned about the importance of diversity as well as the current status and issues in promoting the advancement of women. For one, we focused on gender differences, and female employees and their supervisors discussed what diversity is and the issues that women face based on their average trends. It was a very good opportunity to learn what supervisors think and feel about female employees, who are usually a minority in the company, and to listen to one another's opinions.

For me personally, I have spent my time in environments with a lot of men since my student days and thought that to be on an equal footing with men in the company I would have to work the same as men. By taking part in this training, I came to realize that diversity means men and women making the most of their respective strengths to increase the power of the organization overall and that women can get on an equal footing with men in a different way from men without losing their uniqueness as women.

Also, I hope that more progress will be made in creating an environment where men and women can work as equals and in enabling women who have families to envision a future for themselves as members of the company. For example, I hope that the company will solve problems such as the gaps that occur when taking maternity leave or childcare leave.

Through this training, I came to understand that NSK has the intention to be a global company that understands race, character, culture, and other aspects of diversity, not just gender, and respects and makes the most of people's unique individuality. I also felt that it is vital for each of us as employees to have this same awareness.

#### Supporting Women's Careers (Japan)

In the NSK Group, there are currently many workplaces where there are significantly fewer women than men, and the ratio of women in management positions is also low, at 1.3% (fiscal 2015, NSK non-consolidated). The Group has thus commenced efforts, such as training and exchanges of opinions, with the aim of conducting a review to expand the work options for women and improving the ratio of women in employment. Moreover, the Group is gradually proceeding with trainings on diversity, aiming to foster workplaces and a culture where employees with all kinds of attributes can feel comfortable working, regardless of gender.

#### Helping to Support an Aging Society (Japan)

Japan's population is aging rapidly. In light of changes in the public pension system, it has become a social challenge to enable workers to have access to employment opportunities even after mandatory retirement. NSK recognizes that the knowledge and skills of experienced senior employees are beneficial in growing its business. The Company's basic policy is to provide work opportunities to healthy persons willing to work after retirement. The Company has had a reemployment program since April 2001.

The Company recently revised its reemployment program, including working conditions, to ensure stability in life, augmenting the basic policy in light of Japan's Revised Law Concerning Stabilization of Employment of Older Persons, which came into effect in April 2013.

#### Number of Re-employed Persons (over 60 years of age)\*

	FY2011	FY2012	FY2013	FY2014	FY2015
Seniors	325	383	441	470	505
Others (part-time employees, etc.)	34	29	29	28	25
Total	359	412	470	498	530

\* NSK and main group companies in Japan.



## ▣ Providing Work Opportunities to Persons with Disabilities (Japan)

NSK believes that one role it should perform is providing suitable work opportunities to persons with disabilities who are willing to work. An NSK special subsidiary called NSK Friendly Services Co., Ltd., in particular, provides employment opportunities where persons with intellectual disabilities can work with enthusiasm. In fiscal 2015, NSK, its main group companies, and NSK Friendly Services together employed a total of 124 persons with disabilities, for a rate of employment of persons with disabilities of 2.17%.

### ● Rate of Employment of Persons with Disabilities\*

	FY2011	FY2012	FY2013	FY2014	FY2015
Rate of Employment of Persons with Disabilities	1.97%	1.99%	2.04%	2.09%	2.17%
Legally Mandated Rate of Employment	1.8%	1.8%	2.0%	2.0%	2.0%

\* NSK and main group companies in Japan.

## Facilitating Work-Life Balance

### ● Basic Approach

The NSK Group believes that ensuring that employees sincerely enjoy both their work and their private lives, and can be enthusiastic and active, is the key to making its business even more successful. That is why the Group's basic policy is to develop an ideal working environment for all employees, regardless of gender or age. The Group always strives to be sensitive to employee needs and social changes.

In Japan, NSK recognizes that it is important to work harder than ever to accelerate support for work-life balance in order to cope with the social challenges presented by a rapidly aging society with a low birth rate. Such efforts include enhancing programs to support employees' childcare and nursing care obligations and healthy time management.

### ● Systems and Programs

#### ▣ Supporting Systems for Childcare and Nursing (Japan)

In order to reduce the number of employees resigning for childbirth or childcare reasons, the NSK Group in Japan has been improving its programs to support employees with childcare responsibilities. This includes longer childcare leave and a longer eligibility period for shorter working hours due to childcare reasons.

Additionally, the Group offers opportunities for re-employment for employees forced to resign when their spouse is transferred to another location through a re-employment registration system.

### ● Childcare and Nursing Care Support System\*1

	NSK	Japan Law
Childcare Leave	Through the end of April when child is 3 years old (the first five days paid)	Up to 18 months (non-paid)
Shorter Working Hours for Childcare	Through the end of March in the third year of elementary school	Up to 3 years old
Nursing Care Leave	Up to 1 year	Up to 93 days
Shorter Working Hours for Nursing Care	Up to 1 year	Up to 93 days
Elimination of Half-day Holiday Restriction	Usually, 12 times per year; but when providing nursing care, unlimited	
Re-Employment Registration System*2	System for employees that resign when their spouse is temporarily transferred to another city, but who want to eventually return to work at NSK	

\*1 NSK and main group companies in Japan.

\*2 Launched in fiscal 2014

### Next Generation Certification Mark “Kurumin”

In recognition of its efforts to promote work-life balance among employees, NSK has been certified as a child-rearing support company by the Tokyo Labour Bureau of the Ministry of Health, Labour and Welfare since 2014. The next generation certification mark, “Kurumin,” is based on the Japanese law called the “Act for Measures to Support the Development of the Next Generation.”



#### ● Related Employee Data\*1

	FY2011	FY2012	FY2013	FY2014	FY2015
Average years of employment	18	18	18	18	19
Average age	41	41	41	41	42
Proportion of female employees	6.7%	6.5%	6.6%	6.9%	7.0% (8.2%*)
Number of women who took childcare leave	18	25	17	17	26
Number of men who took childcare leave	2	11	6	13	25

\*1 NSK and main group companies in Japan.

\*2 NSK Group (including some estimates)

### Recommending the Childcare Leave Program

#### Koichi Kato

No.1 Production Section, Saitama Plant, NSK Ltd.

When I found out that I was going to have a second child, I thought that I would need to take time off work in order to take my older child to and from kindergarten for my wife. I vaguely thought that if it were one to two weeks, I would somehow be able to adjust within the scope of paid vacation. When I went to the General Affairs and Personnel Department to ask about taking paid vacation, I learned for the first time about the childcare leave program for men. With my supervisor’s understanding, I was able to take one month of childcare leave.

I prepared meals, and it was difficult taking care of a baby who wakes up right away after going to sleep. But, I could also clean places that we can’t usually get to and do other housework, see what my older kid does at kindergarten, and go for walks with him. It



was a fun time. I also felt how hectic it can be to balance housework and childcare. I appreciate having been able to spend this meaningful time with my family thanks to the cooperation of many people, including my understanding supervisor and colleagues and the people in the General Affairs and Personnel Department who courteously explained the program to me many times. I recommend anyone who has the opportunity to make use of the wonderful childcare leave program and give child rearing a try.

### ■ Lifelong Learning Program (Japan)

This program provides opportunities to think about purpose in life, health maintenance, family finances, and other aspects of life planning, in order to achieve a rich, full life after retirement. It holds training sessions and seminars attended by many employees to learn about pensions, unemployment insurance, and lifelong learning.

## Creating Safe and Healthy Workplaces

### Basic Approach

In order to protect the safety and health of each and every employee, NSK undertakes initiatives with the following basic philosophy: “Safety is the first and foremost priority. The Company should establish safe, secure, and comfortable workplaces, no matter the level of output demand.”

Striving to ensure workplace safety, the Company implements measures to address unsafe equipment and facilities while promoting a set of uniform global standards across the Group as a whole. At the same time, proactive measures are being taken to share information with employees and to develop a culture in which workers openly caution each other through mutual education.



Reference data is available on NSK’s website.

[www.nsk.com](http://www.nsk.com) > Sustainability > Creating Dynamic Work Environment

● Facilitating Work-Life Balance

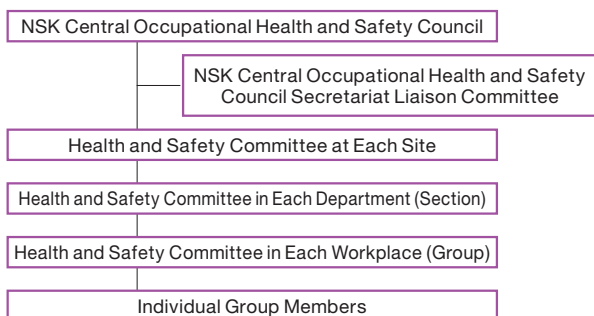
## Occupational Safety and Health Management

### Occupational Safety and Health Management System

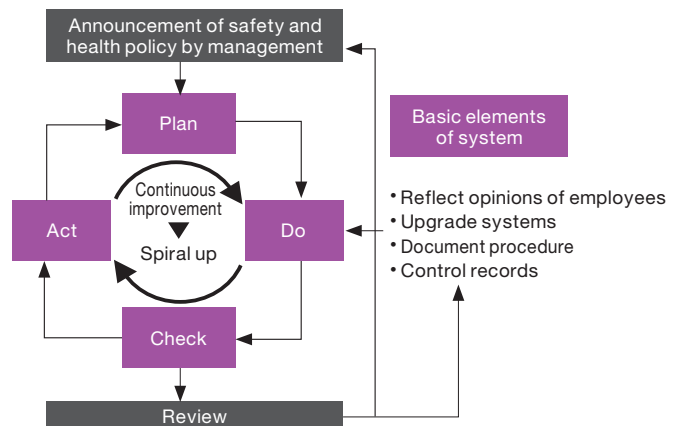
The NSK Group realizes how important it is to be proactive about safety and health in the workplace, which forms the heart of manufacturing. This is the key to providing an environment in which employees can reach their full potential. Based on this conviction, NSK regularly convenes an occupational health and safety meeting which involves both labor and management, to set the course for labor issues for the entire the Group. Following the course determined by the council, the NSK Group is building an occupational safety and health management system that complies with OHSAS 18001 and other related regulations while striving to foster a “safety first” corporate culture that fully engages all employees at each site.

The Group is globally sharing information about occupational accidents that have occurred within the Group and making every effort to prevent similar accidents from occurring again. The Group analyzes the information globally and implements effective prevention measures.

#### Occupational Safety Structure



#### Occupational Safety and Health Management System



#### Lost-Worktime Injury Rate\*1

	FY2014	FY2015*2
Japan	0.44	0.32
Outside Japan	1.00	0.91
Global	0.80	0.70

\*1 Lost-worktime injury rate = Number of persons absent from work due to occupational accidents / Total actual working hours × 1,000,000.

Defined as occupational accidents involving one or more days of absence from work.

\*2 The data for fiscal 2015 has been independently verified by a third party. See Appendix (p. 92) for details.

### Highlight Initiatives for Essential Safety: Development of Safety Assessors and Safety Sub-Assessors

In order to prevent occupational accidents caused by human error and machine failure, NSK incorporates safety measures starting with the equipment design phase. It also develops safety assessors, who are human resources in equipment development departments with a high level of knowledge and competence in machinery and equipment safety. In 2015, it began training safety sub-assessors to conduct risk assessments of existing equipment installed in plants and implement safety measures. Engineers who participated in the training described their newfound safety awareness with feedback such as, “My way of thinking about risk changed,” and “I learned that we have to think about safety from a different approach than in the past, in order to ensure essential safety.”

The appropriate number of safety sub-assessors was calculated for each plant in Japan (including Group companies), and training of the necessary number of personnel is expected to be completed in fiscal 2016. Additionally, safety sub-assessor training will be held outside Japan as well in fiscal 2016 in an effort to move equipment safety measures forward globally.



Safety sub-assessor development workshop

## ● Mental Health Initiatives (Japan)

Recognizing that companies must provide healthy work environments for their employees, NSK has implemented the following mental health measures.

### ■ Mental Health Education

Mental health is part of the required education program for employees: self-checking for new employees, department-based care for team leaders and assistant managers, and mental health for newly appointed managers. The program includes lectures by outside specialists, and practical training such as role-plays of specific situations. As part of efforts to keep employees' minds healthy, managers study specific cases involving awareness of subordinate behavior and mental health response measures.

NSK strives to prevent poor mental health through in-person education and e-learning so that employees can learn how to notice stress and coping techniques.

### ■ Individual Consultations with Doctors

Along with regular medical checkups, all employees are given a stress check. When deemed necessary by the physician, follow-up is provided through individual consultations with a doctor.

### ■ Utilizing Outside Employee Assistance Programs\* for Mental Health Support

In order to prevent mental health issues from occurring or reoccurring, employees receive mental health advice from outside experts, and those who take administrative leave for mental health reasons are given support upon their return to work.

\* Employee Assistance Program: A program that supports employees' mental health

### ■ Mental Health Consultation

Recognizing the importance of creating an environment where employees can freely seek consultation without worry, the Company has established a mental health consultation office using an outside expert. To ensure that employees who seek counseling can feel relaxed, the consultation office is bright, cheerful, and also soundproof.

NSK strives to provide workplaces where all employees can work in a supportive atmosphere.

## ● Activities to Promote Mental Health

Target	Purpose	Primary Prevention (Prevention and Health Promotion)	Secondary Prevention (Early Detection and Response)	Tertiary Prevention (Treatment, Return to Work, and Relapse Prevention)
Individual Employee (Self-Care)		Stress awareness and management		
		Improvement of lifestyle habits	Voluntary counseling	Treatment
Managers and Supervisors (Department-Based Care)		Consultation and care for workers		
		Assess/improve work environment	Ascertaining the case type and response	Support for return to work
Care by Organizations within the Workplace		Policy creation/announcement and planning		
		Personnel policies review	Stress checking and guidance	Support for return to work
		Training and information provision	Consultation system establishment	
Care Using Resources Outside the Workplace		Providing specialized knowledge along with the necessary information, advice and tools		