

## NGK Work Style Reforms

In April 2017, we implemented a broad array of changes within the NGK Group’s personnel system, including raising the mandatory retirement age to 65, increasing salaries for younger employees, and improving the terms of employment for non-regular employees.

As we push ahead with global business expansion and the introduction of new products and business, the roles and expectation on younger and mid-level employees who play a central role will grow more than ever. Our aim is to provide employees with an environment that challenges and motivates them while allowing them to perform to their highest potential.

At the same time, however, in order to maintain competitiveness by increasing the productivity of indirect departments, we have invited outside experts to come and perform business analysis for improving the efficiency of on-the-job time management.

From the latter half of 2018 onward, we are promoting cloud service-based telecommuting and other initiatives. These initiatives provide employees with

greater flexibility in their work style, such as being able to choose to work from home in situations that would traditionally require an employee to take a leave from work. By working to improve personnel systems and productivity, we are providing support for our employees to build up their expertise and become independent professionals who are capable of succeeding globally.



Vice President; General Manager,  
Human Resources Department **Tadaaki Yamada**

## Human Resource Development

At NGK, people are our most precious management resource. With respect for employee motivation and ambition, we engage in the cultivation of human resources who will lead the next generation. In recent years, NGK has concentrated efforts on the enhancement of training to develop future leaders to take management positions as well as globally minded personnel to support our overseas business expansion.

In fiscal 2017, we accompanied our reforms of the personnel system, such as raising the mandatory retirement age and promoting greater work-life balance, with programs aimed at fostering greater employee motivation and activity. Specifically, we offered training to promote autonomous career design for older staff, career path lecture courses aimed at fostering greater diversity, and training in how to perform interviews with subordinates.

### Systematized Personnel Development in Four Areas



## Promoting Systematic Education through Nearly 120 Programs

Using the major career milestones, such as joining the company or getting a promotion, as opportunities for career training, we have instituted and are systematically implementing such training in the four areas of “management training,” “manufacturing training,” “global training,” and “business skills training.” In addition to required job grade-specific training, we have introduced around 120 different types of programs that run during the year.

Within the area of management training, examples of the programs we run are the “Management Basics” training seminar, which teaches employees about the essential aspects of management, and the “Career Design in Your 50s” training seminar, which promotes autonomous career design among older employees. Manufacturing training programs include those that fall under the category of worksite capability enhancement and supervisor training, as well as ongoing training programs aimed at equipping young employees with the basics of ceramics manufacturing, such as materials, molding, working, drying, and firing ceramics. Within the area of global training, in tandem with foreign language instruction, we instruct employees in understanding different cultures, in how to give effective presentations, in business skills related to international law and labor management, in health and safety management, and in compliance-related matters.

In business skills training, we not only provide training in skills essential to the company’s needs, we provide a variety of growth opportunities that employees cannot experience in the course of their normal duties, such as opportunities for exchange and interaction with outside employees via training conducted in collaboration with other companies.

## Quality Improvement Training for Manufacturing

In line with a younger workforce and an increase in mid-career hires coming from a variety of backgrounds, it is necessary to create training programs that cover a variety of needs. Given these conditions, we provide quality improvement training for employees in manufacturing divisions in five categories of content corresponding to job type and professional background. The instruction and exercises are tailored to the participants' level of understanding and job type.

## Measuring Human Resource Development Achievements Using Quantitative Indices

We introduced quantitative indices to objectively evaluate the results of human resource development. We aim to accelerate employee skills development by making use of these objective evaluations.

## On-Site Leader Development

We cultivate leaders who are motivated to pursue improvement, and this is done through the systematic promotion of worksite capability training. This training focuses on the fundamental elements of manufacturing, namely safety, environment, quality, deadlines, and cost, and is carried out within a framework that transcends just the factory itself.

## Number of Participants in Quality Improvement-Related Training in FY2017

Leader training for worksite capability enhancement	10
Leader training for worksite capability enhancement at the Ishikawa Plant	7
Follow-up training for worksite capability enhancement	144
Instructor development training for worksite capability enhancement	2
Instructor brush-up training for worksite capability enhancement	8
Worksite IE basics	12
Quality control I	29
Quality control II	76

## Quantitative Indicators to Measure the Outcomes of Human Resource Development

- Assessments of understanding and satisfaction levels using post-training surveys
- Checking the achievement level by the TOEIC test and instructors (native speakers of the target language)
- Tests during and after the training
- Calculated cost of loss
- Evaluation scores by judges, etc.

## Progress of Training Aimed at Strengthening Worksite Capabilities

Fiscal **2013**

12 employees who completed leader training attended. In addition to the 13 employees already trained, the total number of instructors reached 25.

Fiscal **2014**

We held training to brush up skills of trained instructors. As of fiscal 2013, a total of 21 employees had participated in instructor development training. To further enhance skills, improvement activity examples were shared and examples from all plants were collected to create in-house case studies.

Fiscal **2015**

Employees who had completed in-house instructor development training served as lecturers. The contents of training programs were formulated by the instructors in charge of each program, and they incorporated their worksite experiences as instructors. Using case studies, they taught things such as cost reduction methods.

Fiscal **2016**

The content of leader training for worksite capabilities was revised by the in-house instructors to enhance individual guidance. The revised textbooks were also shared with Group companies.

Fiscal **2017**

The companies of the NGK Group collaborated together to invite outside instructors, conduct on-site training, and offer opportunities for interaction and mutual learning amongst companies. We also began trialing instructor-led training overseas.

## Diversity

It is NGK Group's basic policy to recruit human resources and offer stable employment and equal opportunities regardless of race, nationality, creed, gender, or physical abilities. Also, in an aim to promote autonomy and independence, NGK maintains the human resource systems necessary to provide employees with fair compensation commensurate with their degree of contribution to the company.

**NGK New Graduate Hires** Note: Excluding new graduates planned to transfer from temporary to regular positions. (People)

Joined company	University graduate			Junior college/vocational school graduate	High school graduate, other
	Total	Men	Women		
April 2014	36	28	8	0	20
April 2015	38	29	9	0	30
April 2016	94	67	27	0	60
April 2017	65	50	15	0	46
April 2018	104	72	32	0	51

**NGK Mid-Career Hires** (People)

Joined company	Total	Total			
		University graduate men	University graduate women	Other men	Other women
April 2013–March 2014	7	3	1	3	0
April 2014–March 2015	49	15	4	30	0
April 2015–March 2016	200	69	12	116	3
April 2016–March 2017	158	66	15	73	4
April 2017–March 2018	135	58	12	63	2

### System to Promote Diversity

At NGK, the Human Resources Department plays a central role in promoting diversity, including through nursing care support and promotion of women's active participation.

Regarding human rights issues, NGK strives to educate employees by distributing booklets on human rights on such occasions such as training for the recently promoted employees. A helpline is also available for consultation on these issues.

### Promoting the Success of Women

The NGK Group strives to increase opportunities for motivated and skilled people to enhance their skills regardless of gender. We are also engaged in creating comfortable working environment for women. The number of female key personnel (management staff) of NGK in fiscal 2017 was 17.

### Establishment of a Career Consultation Helpdesk

In March 2016 we established a career consultation helpdesk for female employees to discuss career-related concerns. At the helpdesk, certified career counselors provide support and consultation services to employees, while strictly observing confidentiality. Since May 2017, we have expanded the service to make it available not only to women but to all employees.

#### Ratio of Female Key Personnel (Managers)

	2014/3	2015/3	2016/3	2017/3	2018/3
Ratio of female employees <sup>1</sup>	13.3%	12.9%	12.6%	12.7%	12.5%
Ratio of female key personnel <sup>2</sup>	1.5%	1.8%	1.8%	2.0%	2.0%
Ratio of female general employees <sup>3</sup>	16.6%	16.1%	15.6%	15.5%	15.1%

<sup>1</sup>: Ratio among all employees

<sup>2</sup>: Ratio among all key personnel

<sup>3</sup>: Ratio among all general employees

#### Ratio of Women in Managerial Positions at Overseas Group Companies (as of March 31, 2018)

	Europe	North and Central America	Asia	Other
Ratio of women in managerial positions	7%	17%	25%	29%

## Social Contribution Activities

# A Place Where Students from around the World Live, Learn, and Laugh Together NGK International House

Forty students from ten different countries living together, learning together, and building friendships together.



“Except for weekends, I am in the laboratory until 11:00 p.m. every day. My room at the NGK International House has a big desk and is good for studying. When I get tired, I go out onto the balcony to get some air. Also, I love nature, so the sight of the forests and flowers makes me feel happy.” The speaker is Edwin Akandwanaho, a student from Uganda (right). He is studying road traffic at Nagoya University’s Graduate School of Environmental Studies.

Alexia Fabiani is from Italy (left), and she is studying physics at Nagoya University’s School of Science. “It’s safe and quiet here, and all the residents are nice people. When you live on your own it’s hard to make friends, but that’s not the case here. I can meet friends easily.” On days off the international students gather in the common kitchen area and cook. “I make a lot of Italian food like pizza and pasta. But I’m a vegetarian, so I don’t use any eggs or meat.” The students often share what they cook with one another.

NGK established the NGK Foundation for International Students in order to facilitate the cultivation of individuals who will contribute to the development of the international community. It is through the Foundation that NGK is helping to provide housing and scholarships to overseas students visiting Japan.

The impetus for the Foundation’s establishment stems from gratitude for the warm community support and hospitality shown to NGK’s first employees and families posted overseas at the time of its initial overseas expansion.

In addition to the individual rooms for the residents, the NGK International House has a dining area which can accommodate a large number of people, a study room which is freely accessible even at night, a hall which can be used for events, and Wi-Fi for the entire building. The International House provides a safe and secure living environment and optimal study environment for overseas students, as well as fosters interaction with the local community through language classes and intercultural events run by the students.

### Achievements

Number of overseas students supported: **806** (1997–2017)

Total language class and intercultural event attendance: **964** (2000–2017)

Visit this page for details on NGK’s contributions to society. <https://www.ngk-insulators.com/en/sustainability/>