

Employees

Work-Life Balance

NGK strives to promote a work-life balance and reduce long working hours. Towards that end, in fiscal 2011, we codified rules, which were the result of labor-management efforts over the previous three years.

We keep track of social changes, such as changing attitudes toward work as well as legislative amendments, and strive to respond to these changes flexibly and properly by improving systems and revising operations.

For the 6th consecutive year,
99% of employees used 6 or more granted days of paid leave

For more than 10 consecutive years,
the average number of days used for granted paid leave exceeded 10

For more than 5 consecutive years,
usage of granted paid leave exceeded 60%

■ 10 rules for promoting a work-life balance

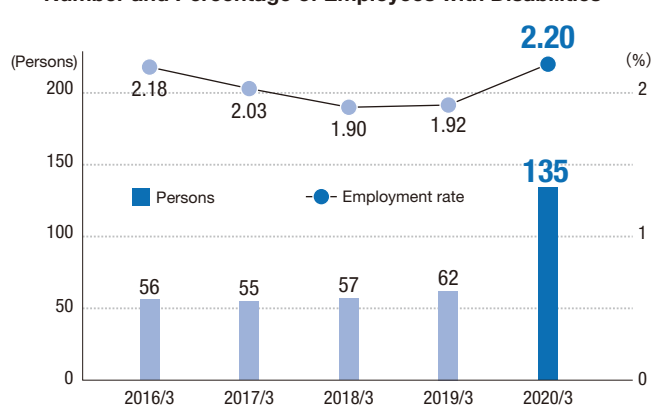
- No more than 70 hours of overtime work per month
- Overtime work exceeding 45 hours per month limited to six months each year
- The target for annual paid leave is 10 days, and employees are obligated to take at least six days a year
- No more than 300 hours of overtime work per six months
- In principle, there will be no overtime work on refresh days (Wednesdays and Fridays)
- If overtime is necessary, a prior permit application must be submitted
- In principle, work must not be performed for more than seven days straight
- If work in excess of seven days straight is necessary, a prior permit application must be submitted
- Written applications must be submitted when requesting employees to work on holidays or late at night
- There must be an interval period of at least 10 hours between shifts of late night work

Initiatives for Persons with Disabilities

NGK undertakes a variety of initiatives aimed at employing people with disabilities, such as accepting students from special-needs schools as trainees and attending employment seminars for people with disabilities.

In fiscal 2019, we hired one new employee with a disability. We have a subsidiary that provides cleaning services and whose employees are mainly intellectually disabled. In September 2019, this company was certified as a special subsidiary for the employment of the disabled by Japan's Ministry of Health, Labor and Welfare (MHLW). This helped us meet the MHLW's 2.2% employment quota for persons with disabilities. With this figure set to go up to 2.3% in fiscal 2020, we are stepping up our efforts to hire people with disabilities by continuing to accept students from special-needs schools as trainees, attending employment seminars for people with disabilities, and expanding the work of our special subsidiary.

Number and Percentage of Employees with Disabilities



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 (managers) in NGK in fiscal 2019 was 26.

NGK Ratio of Female Key Personnel (Managers)

	FY2016	FY2017	FY2018	FY2019
Number of female key personnel	16	17	20	26
Ratio of female key personnel	2.0%	2.0%	2.2%	2.9%

Ratio of Female Key Personnel (Managers) at Group Companies Outside Japan

	FY2016	FY2017	FY2018	FY2019
Ratio of female key personnel	15.3%	21.0%	16.0%	20.2%

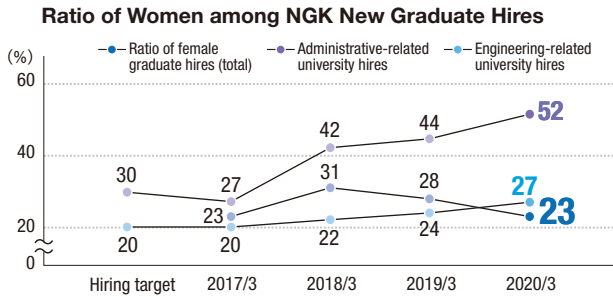
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Increased Percentage of Women among New Graduate Hires

NGK continues to work at increasing participation by women in the workplace by setting goals to foster environments that are inclusive of women and to increase the number of women in managerial positions to 1.5 times its current amount. Nevertheless, we recognize the gravity of the problem inherent in there being only a small number of women in managerial positions, and we are working to address it over the medium to long term by increasing the percentage of women we hire among new university graduates.

In fiscal 2012, women were 16% of all NGK hires, and now in fiscal 2020 they have grown to encompass 23%. We have

exceeded our target percentage for female hiring in both administrative-related and engineering-related job categories.



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 consultants 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.

Being Active as a Female Leader

Understanding Yourself and Being Yourself at All Times

My main job, with eight members in my group, is formulating multi-year budgets of business group sales and operating income, managing budget execution over the course of the year, and providing senior management with explanations and suggestions concerning the current status and strategy of the business group. In my time here, I have taken childcare leave twice and, with the current spread of COVID-19, I am pursuing my duties while working from home.

NGK has a full set of support systems for working women, including childcare leave and reduced working hours. We even have childcare leave options exceeding the nationally mandated period of one year for employees who are unable to find a daycare. At the same time, however, employees are incentivized to return to work soon. Women who were my seniors at NGK did not have such a generous system when they joined the company, but my supervisor wanted me to be part of a pioneering generation of women and worked to create an environment where it would be easier for me to make use of this system. I am extremely grateful.

In my group there are five women. Their positions range from staff to clerical, and each one's professional and personal situations and ambitions are unique. I do not think that, just because we say it is the era of greater female participation in the workplace, this means all women will step up and aim for management-level positions. By enabling women to truly participate in the workplace by ensuring they have flexibility in choosing a career path and can pursue it in a way which accords with their lifestyle, I believe this is, ultimately, the high road to achieving a greater percentage of women in management. It is therefore important to utilize communication with group members to build the foundations for interpersonal relationships. By securing a psychological safety, we can

foster a workplace atmosphere where members can express their ideas and emotions without hesitation. I help each member set goals in improving their skills step by step in accordance with their own career aspirations. We use regular career planning for roughly five-year increments to ensure members' skill development and aspirations remain in alignment.

It is also important to recognize the job and efforts of each person. Evaluations enhance people's motivation. And it's not just with pay raises and promotions; even a "thank you" or "great work" spoken in acknowledgment of an employee's efforts can make a big difference. All it takes is a word or two to profoundly impact an employee.

My advice to the women who will come after me is to not force yourself to be someone or something you are not. If you force yourself, your motivation will eventually collapse. We can sometimes find ourselves unintentionally comparing ourselves to colleagues who are moving ahead, but it is important to understand yourself, that there is nothing more important than your health, and that you should pursue a spiritually rich life. And at NGK, as you strive to forge your own path, you will always have the support of those above you.



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