

GRI Content Index

102 GENERAL DISCLOSURES

		Page
GRI 102: General Disclosures 2016		
1 Organizational profile		
102-1	Name of the organization	• Corporate Outline (P132)
102-2	Activities, brands, products, and services	• Creating Value (P2-3)
102-3	Location of headquarters	• Corporate Outline (P132)
102-4	Location of operations	• Corporate Outline (P132)
102-5	Ownership and legal form	• Corporate Outline (P132)
102-6	Markets served	• Corporate Outline (P132) • Annual Securities Report, Overview of Business (P5) (Japanese)
102-7	Scale of the organization	• Corporate Outline (P132) • Creating Value (P2-3) • Annual Securities Report, Financial Highlights (P2-3) (Japanese)
102-8	Information on employees and other workers	• Overview of Employees (P51-53)
102-9	Supply chain	—
102-10	Significant changes to the organization and its supply chain	NA
102-11	Precautionary principle or approach	• ESG Management (P10-11) • Risk Management (P119-121)
102-12	External initiatives	• NGK Group Signs UN Global Compact (P11) • Position on SDGs (P12) • Preventing Global Warming (P24) • Protecting Biodiversity (P31)
102-13	Membership of associations	• NGK Group Signs UN Global Compact (P11) • Preventing Global Warming (P24)
2 Strategy		
102-14	Statement from senior decision-maker	• Message from the President (P4-9)
102-15	Key impacts, risks, and opportunities	• Creating Value (P2-3) • Risk Management (P119-121)
3 Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	• NGK Group Philosophy (P1) • ESG Management (P10-11) • Environmental Philosophy (P14) • NGK Group Code of Conduct (P110-111)
102-17	Mechanisms for advice and concerns about ethics	• Whistleblowing System (P113)
4 Governance		
102-18	Governance structure	• Corporate Governance System (P88)
102-19	Delegating authority	• Environmental Management Frameworks and Environmental Management System (P17) • Corporate Governance System (P88)
102-20	Executive-level responsibility for economic, environmental, and social topics	• ESG Management (P10-11) • Environmental Management Frameworks and Environmental Management System (P17) • Corporate Governance System (P88)

102-21	Consulting stakeholders on economic, environmental, and social topics	<ul style="list-style-type: none"> • Environmental Management Frameworks and Environmental Management System (P17) • Basic Policies (P87) • Corporate Governance System (P88)
102-22	Composition of the highest governance body and its committees	<ul style="list-style-type: none"> • Board of Directors, Audit & Supervisory Board, Executive Officers (P95-99) • Annual Securities Report, Status of Officers (P76-81) (Japanese)
102-23	Chair of the highest governance body	<ul style="list-style-type: none"> • Committees on Corporate Governance (P89) • Annual Securities Report, Overview of Corporate Governance (P67) (Japanese)
102-24	Nominating and selecting the highest governance body	<ul style="list-style-type: none"> • Election of Board Members, Executive Officers, and Audit & Supervisory Board Members (P92) • Corporate Governance Report, Views on the Balance Between Knowledge, Experience, and Skills of the Board of Directors as a Whole, and Diversity and Size of the Board (P5) • Corporate Governance Report, Matters Concerning Functions of Business Execution, Audit and Supervision, Nomination, Determination of Remuneration, etc. (P19)
102-25	Conflicts of interest	<ul style="list-style-type: none"> • Election of Board Members, Executive Officers, and Audit & Supervisory Board Members (P92) • Board of Directors, Audit & Supervisory Board, Executive Officers (P95-99) • Reasons for Appointment of Outside Directors and Outside Audit & Supervisory Board Members (P103)
102-26	Role of highest governance body in setting purpose, values, and strategy	
102-27	Collective knowledge of highest governance body	<ul style="list-style-type: none"> • Seminars Promote Understanding of LGBT Issues (P61)
102-28	Evaluating the highest governance body's performance	<ul style="list-style-type: none"> • Evaluation on the Effectiveness of the Board of Directors (P93)
102-29	Identifying and managing economic, environmental, and social impacts	<ul style="list-style-type: none"> • ESG Management (P10-11) • Evaluation on the Effectiveness of the Board of Directors (P93)
102-30	Effectiveness of risk management processes	<ul style="list-style-type: none"> • Risk Management (P119-121)
102-31	Review of economic, environmental, and social topics	
102-32	Highest governance body's role in sustainability reporting	
102-33	Communicating critical concerns	<ul style="list-style-type: none"> • Risk Management (P119-121)
102-34	Nature and total number of critical concerns	
102-35	Remuneration policies	<ul style="list-style-type: none"> • Remuneration of Directors and Audit & Supervisory Board Members (P100-101)
102-36	Process for determining remuneration	<ul style="list-style-type: none"> • Remuneration of Directors and Audit & Supervisory Board Members (P100-101)
102-37	Stakeholders' involvement in remuneration	<ul style="list-style-type: none"> • Remuneration of Directors and Audit & Supervisory Board Members (P100-101)
102-38	Annual total compensation ratio	<ul style="list-style-type: none"> • Basic Information on Employees>Employee Status (P52) • Remuneration of Directors and Audit & Supervisory Board Members (P100-101)
102-39	Percentage increase in annual total compensation ratio	
5 Stakeholder Engagement		
102-40	List of stakeholder groups	<ul style="list-style-type: none"> • Communication with Stakeholders (P40-41)
102-41	Collective bargaining agreements	<ul style="list-style-type: none"> • Labor Union (P74) • Annual Securities Report, Overview of Employees (P12) (Japanese)
102-42	Identifying and selecting stakeholders	<ul style="list-style-type: none"> • Communication with Stakeholders (P40-41)
102-43	Approach to stakeholder engagement	<ul style="list-style-type: none"> • Communication with Stakeholders (P40-41)
102-44	Key topics and concerns raised	<ul style="list-style-type: none"> • System for Making Use of Customer Feedback in Management (P50) • Communication Activities with Procurement Partners (P78)
6 Reporting Practice		
102-45	Entities included in the consolidated financial statements	<ul style="list-style-type: none"> • Corporate Outline (P132)
102-46	Defining report content and topic boundaries	

102-47	List of material topics	<ul style="list-style-type: none"> • Key ESG Action Themes (P11)
102-48	Restatements of information	NA
102-49	Changes in reporting	<ul style="list-style-type: none"> • Key ESG Action Themes (P11)
102-50	Reporting period	<ul style="list-style-type: none"> • Target Period (P135)
102-51	Date of most recent report	<ul style="list-style-type: none"> • NGK Report Archive https://www.ngk-insulators.com/en/sustainability/backnumber.html
102-52	Reporting cycle	<ul style="list-style-type: none"> • NGK Report Archive https://www.ngk-insulators.com/en/sustainability/backnumber.html
102-53	Contact point for questions regarding the report	<ul style="list-style-type: none"> • For inquiries about this report (Back cover) • Inquiries about sustainability https://www.ngk-insulators.com/en/contact/sustainability.html
102-54	Claims of reporting in accordance with the GRI Standards	
102-55	GRI content index	<ul style="list-style-type: none"> • GRI Content Index (P125-131)
102-56	External assurance	<ul style="list-style-type: none"> • Independent Practitioner's Assurance (P134)

103 Management Approach

GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	<ul style="list-style-type: none"> • Key ESG Action Themes (P11)
103-2	The management approach and its components	<ul style="list-style-type: none"> • ESG Management (P10-11) • NGK's Core Policy on the Environment (P14) • Five-Year Environmental Action Plan (P15) • Environmental Management Frameworks and Environmental Management System (P17) • Activities for Achieving the Aichi Targets (P31) • Communication with Stakeholders (P40) • Quality Policy, Quality Objectives 2020 (P43) • System for Making Use of Customer Feedback in Management (P50) • Structure to Promote Safety and Health Management (P54) • System to Promote Diversity (P61) • Supply Chain Management System (P75) • Social Contribution Activity Promotion System (P79) • Corporate Governance System (P88) • NGK Group Code of Conduct (P110) • Compliance Promotion Structure (P112) • Whistleblowing System (P113) • Corruption Prevention Structure (P115) • Risk Management (P119)
103-3	Evaluation of the management approach	<ul style="list-style-type: none"> • Five-Year Environmental Action Plan Progress Report (P16)

200 Economic

GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	<ul style="list-style-type: none"> • Annual Securities Report, Corporate Overview (P2) (Japanese)
201-2	Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none"> • Creating Value (P2-3) • Risk Management of Water Resources and Response (P30) • Risks, Risk Summaries, Risk Responses (P120)
201-3	Defined benefit plan obligations and other retirement plans	<ul style="list-style-type: none"> • Annual Securities Report, Defined Benefit System (P122) (Japanese)
201-4	Financial assistance received from government	<ul style="list-style-type: none"> • Annual Securities Report, Consolidated Income Statement (P94) (Japanese)
GRI 202: Market Presence 2016		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	

202-2	Proportion of senior management hired from the local community	
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	<ul style="list-style-type: none"> • Creating Value (P2-3) • NGK Report 2020, At a Glance (P59)
203-2	Significant indirect economic impacts	
GRI 204: Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	
205-2	Communication and training about anti-corruption policies and procedures	<ul style="list-style-type: none"> • Thorough Enforcement of Compliance (P110-118)
205-3	Confirmed incidents of corruption and actions taken	NA
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	<ul style="list-style-type: none"> • Status of Law and Regulation Violations (P118)
GRI 207: Tax 2019		
207-1	Approach to tax	
207-2	Tax governance, control, and risk management	
207-3	Stakeholder engagement and management of concerns related to tax	
207-4	Country-by-country reporting	

300 Environmental

GRI 301: Materials 2016		
301-1	Materials used by weight or volume	<ul style="list-style-type: none"> • Overall Perspective of Environmental Impact (P21-22)
301-2	Recycled input materials used	<ul style="list-style-type: none"> • Overall Perspective of Environmental Impact (P21-22)
301-3	Reclaimed products and their packaging materials	<ul style="list-style-type: none"> • Five-Year Environmental Action Plan Progress Report > Recycling Rate (P16)
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	<ul style="list-style-type: none"> • Overall Perspective of Environmental Impact (P21-22) • INPUT (P23)
302-2	Energy consumption outside of the organization	<ul style="list-style-type: none"> • Overall Perspective of Environmental Impact (P21-22) • INPUT (P23)
302-3	Energy intensity	<ul style="list-style-type: none"> • Five-Year Environmental Action Plan Progress Report (P16)
302-4	Reduction of energy consumption	<ul style="list-style-type: none"> • Five-Year Environmental Action Plan Progress Report (P16)
302-5	Reductions in energy requirements of products and services	
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	<ul style="list-style-type: none"> • Risk Management of Water Resources and Response (P30)
303-2	Management of water discharge-related impacts	<ul style="list-style-type: none"> • Regulatory Compliance (P19)
303-3	Water withdrawal	<ul style="list-style-type: none"> • Overall Perspective of Environmental Impact > Water Withdrawal by Source, Water Discharge by Destination, Recycled Amount, Recycling Rate (P21-22)
303-4	Water discharge	<ul style="list-style-type: none"> • Overall Perspective of Environmental Impact > Water Withdrawal by Source, Water Discharge by Destination, Recycled Amount, Recycling Rate (P21-22)

303-5	Water consumption	<ul style="list-style-type: none"> • Overall Perspective of Environmental Impact (P21-22) • INPUT (P23) • Risk Management of Water Resources and Response (P30)
GRI 304: Biodiversity 2016		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<ul style="list-style-type: none"> • Biodiversity Survey of Company-Owned Site (P32)
304-2	Significant impacts of activities, products, and services on biodiversity	
304-3	Habitats protected or restored	<ul style="list-style-type: none"> • Employee Volunteering (P32)
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> • Overall Perspective of Environmental Impact (P21-22) • OUTPUT (P23)
305-2	Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> • Overall Perspective of Environmental Impact (P21-22) • OUTPUT (P23) • Introduction of Green Power (P28)
305-3	Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> • Overall Perspective of Environmental Impact>Reporting Scope 3 CO₂ Emissions (P21-22)
305-4	GHG emissions intensity	<ul style="list-style-type: none"> • Reducing CO₂ Emissions Associated with Manufacturing Activities (P24-25)
305-5	Reduction of GHG emissions	<ul style="list-style-type: none"> • Five-Year Environmental Action Plan Progress Report (P16) • Measures to Reduce CO₂ Emissions and Effects (P25) • Reduction of CO₂ from Logistics (P27) • Environmental Efficiency (P38)
305-6	Emissions of ozone-depleting substances (ODS)	
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	<ul style="list-style-type: none"> • Overall Perspective of Environmental Impact (P21-22) • Promoting Effective Use of Resources (P29)
306-2	Management of significant waste-related impacts	<ul style="list-style-type: none"> • Promoting Effective Use of Resources (P29)
306-3	Waste generated	<ul style="list-style-type: none"> • Overall Perspective of Environmental Impact (P21-22) • OUTPUT (P23) • Promoting Effective Use of Resources>Amount of discarded materials generated / basic unit per net sales (P29)
306-4	Waste diverted from disposal	<ul style="list-style-type: none"> • Overall Perspective of Environmental Impact (P21-22) • OUTPUT (P23) • Promoting Resource Recycling (P29)
306-5	Waste directed to disposal	<ul style="list-style-type: none"> • Overall Perspective of Environmental Impact (P21-22) • OUTPUT (P23)
GRI 307: Environmental Compliance 2016		
307-1	Non-compliance with environmental laws and regulations	NA
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	<ul style="list-style-type: none"> • Promotion of CSR Procurement (P77-78)
308-2	Negative environmental impacts in the supply chain and actions taken	

400 Social

GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	<ul style="list-style-type: none"> • Basic Information on Employees>Turnover Ratio (P52) • Diversity>New Graduate Hires (P61)
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<ul style="list-style-type: none"> • Enhancement of Work-Life Balance Systems (P67) • Systems Operated Independently by NGK (P68)
401-3	Parental leave	<ul style="list-style-type: none"> • Overview of Childrearing Support Measures and Users (P68)
GRI 402: Labor/Management Relations 2016		
402-1	Minimum notice periods regarding operational changes	
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	<ul style="list-style-type: none"> • Occupational Safety and Health (P54-57)
403-2	Hazard identification, risk assessment, and incident investigation	<ul style="list-style-type: none"> • Occupational Safety and Health (P54-57)
403-3	Occupational health services	<ul style="list-style-type: none"> • Occupational Safety and Health (P54-57) • Health Management (P58-60)
403-4	Worker participation, consultation, and communication on occupational health and safety	<ul style="list-style-type: none"> • Occupational Safety and Health (P54-57) • Health Management (P58-60)
403-5	Worker training on occupational health and safety	<ul style="list-style-type: none"> • Occupational Safety and Health (P54-57) • Health Management (P58-60)
403-6	Promotion of worker health	<ul style="list-style-type: none"> • Occupational Safety and Health (P54-57) • Health Management (P58-60)
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
403-8	Workers covered by an occupational health and safety management system	<ul style="list-style-type: none"> • Occupational Safety and Health (P54-57) • Health Management (P58-60)
403-9	Work-related injuries	<ul style="list-style-type: none"> • Work-Related Accidents, Lost Worktime Accidents and Non-Lost Worktime Accidents by Type, Severity Rate (number of lost workdays per 1,000 hours worked), Rate of Lost-Worktime Injuries (number of lost-worktime accidents per a million hours worked), Number of Deaths from Work-Related Accidents (P54-57)
403-10	Work-related ill health	<ul style="list-style-type: none"> • Occupational Safety and Health (P54-57)>Rate of Occupational Disease
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	<ul style="list-style-type: none"> • Training Participant Summary (P70)
404-2	Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> • Human Resource Development (P70-73)
404-3	Percentage of employees receiving regular performance and career development reviews	<ul style="list-style-type: none"> • Human Resource Development (P70-73)
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> • Diversity (P61-65) • Board of Directors, Audit & Supervisory Board, Executive Officers (P95-99) • Corporate Governance Report, Views on the Balance Between Knowledge, Experience, and Skills of the Board of Directors as a Whole, and Diversity and Size of the Board (P5)
405-2	Ratio of basic salary and remuneration of women to men	
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	

GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	<ul style="list-style-type: none"> • Human Rights (P42) • Promotion of CSR Procurement (P76-77)
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<ul style="list-style-type: none"> • Human Rights (P42) • Promotion of CSR Procurement (P76-77)
GRI 410: Security Practices 2016		
410-1	Security personnel trained in human rights policies or procedures	
GRI 411: Rights of Indigenous Peoples 2016		
411-1	Incidents of violations involving rights of indigenous peoples	NA
GRI 412: Human Rights Assessment 2016		
412-1	Operations that have been subject to human rights reviews or impact assessments	<ul style="list-style-type: none"> • Human Rights (P42)
412-2	Employee training on human rights policies or procedures	<ul style="list-style-type: none"> • Human Rights (P42)
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> • Social Contribution Activities in Collaboration with Local Communities and NPOs (P81-83)
413-2	Operations with significant actual and potential negative impacts on local communities	
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	<ul style="list-style-type: none"> • Promotion of CSR Procurement (P76-77)
414-2	Negative social impacts in the supply chain and actions taken	
GRI 415: Public Policy 2016		
415-1	Political contributions	<ul style="list-style-type: none"> • Political Contributions (P115)
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	<ul style="list-style-type: none"> • Quality Activity System (P44)
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	NA
GRI 417: Marketing and Labeling 2016		
417-1	Requirements for product and service information and labeling	
417-2	Incidents of non-compliance concerning product and service information and labeling	NA
417-3	Incidents of non-compliance concerning marketing communications	NA
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<ul style="list-style-type: none"> • Status of Law and Regulation Violations (P118)
GRI 419: Socioeconomic Compliance 2016		
419-1	Non-compliance with laws and regulations in the social and economic area	NA