**Basic approach to diversity**

The economic condition and social structure surrounding us have drastically and rapidly changed, including the shrinkage of the labor force and the new normal with COVID-19. We are working on sustainable transformation, and one of the important strategies toward this transformation is promotion of diversity.

By combining these diverse values and creating flexible ideas, we will accelerate “transformation.” It is necessary to create a workplace environment in which a variety of people, irrespective of nationality, culture, gender, age, or disability, can create better ideas based on open-minded thinking, and each and every employee can be proud of the company and demonstrate his or her abilities to the fullest. To support this, we are promoting work style reform, such as the introduction of remote work and a job return scheme, in response to the diversification of lifestyles and work styles.

We will realize our corporate philosophy, “We shall contribute to international society through creating new technologies and developing new products” by promoting diversity.

**Encouraging women in the workplace**

Promotion of female managers

In order for us to continue to grow, it is essential to create a workplace that promotes diversity and generates innovative ideas. One of the themes for achieving this goal is to promote the active participation of women and promote the appointment of female managers.

To prepare for the planned appointment of female managers, we are working to develop skilled female manager candidates through seminars. First, we hold “encouragement seminars” and “next-leader training” in order to make career upgrades easier to imagine for supervisor classes.

**Promotion of employment of persons with disabilities**

As a workplace where people with disabilities can take the lead and work safely, we have established “Dream Workshops” at Kuwana, Iwata and Okayama Works. In addition, we are working to create a comfortable working environment for people with disabilities, such as by promoting barrier-free workplaces.

“Collaboration” is being promoted in every workplace, as the manufacturing sites and the administrative divisions also utilize the strengths of a variety of people and encourage them to play an active role.

**Expansion of employment of elderly employees**

Under the circumstances of the decreasing birthrate and aging population in Japan, we are working to encourage experienced employees to take an active role as important workers. After an employee reaches the retirement age of 60, we are reviewing our treatment of the employee so that we can create an environment where experienced employees can take advantage of their careers and raise their motivation.

**Balancing work and childcare**

We were certified by the Ministry of Health, Labor and Welfare as a company supporting child rearing, and obtained the next-generation certification mark Kurumin. Kurumin is granted to companies that have formulated a general business operator’s action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children and have achieved relevant targets and met certain criteria. We have formulated an action plan that incorporates measures to establish an in-house information system for employees on childcare leave, encourage men to take childcare leave, and have implemented childcare-supporting measures. In addition, we promoted initiatives to achieve a work-life balance that extend to employees who do not engage in child rearing. For example, promoting the use of paid leave, and establishing a reliving system for employees who left their job due to a life event which is not limited to childbirth and childrearing. As a result, we were able to obtain this certification.

**NTN training system**

In order to ensure that employees acquire the mindset, knowledge, and techniques necessary to meet the level of skills (such as qualifications) required according to job grades and can enhance their ability to perform their duties, we are implementing human resource development programs at all levels that enable employees to think and act for themselves. In order to expand our business in the next 100 years, it is essential to develop human resources capable of playing an active role not only in Japan but also overseas. As a program to foster outstanding human resources and international human resources by raising the spirit of improvement, we are also utilizing overseas studies and scholarships.

**Implementation of online recruitment**

In 2020, as part of our graduate recruitment campaign, we conducted a screening interview online to prevent the spread of the new coronavirus (COVID-19). All screening steps, including briefings on the Company, were carried out online. As a result, we were able to secure the safety of selected students and our employees, as well as to reduce the burden on students who participate in screening from a long distance away. We also strive to secure opportunities for students to come into contact with NTN in all situations by utilizing the Web system in interviews with students before and after screening and in various recruitment events. In the future also, we will continue to secure human resources who support our business activities, through recruitment activities that take into account students participating in the screening process, while effectively utilizing the Web system in response to changes in the environment.

**Online training programs**

Graduate new employees participated in an introductory group training program for about a week after joining the Company. The training was held as an opportunity for new employees to interact with each other in conjunction and develop a mindset as a member of society and their ability to communicate in business situations. However, amid the spread of the new coronavirus, we stopped group training to prevent the risk of infection during travel and the 3 Cs, and implemented a conventional program in the form of online training. Our training program incorporates a large number of group work sessions, so it was initially uncertain whether the expected benefits of online training could be achieved. However, we were able to engage in active discussions and exchanges of opinions through the use of online group work functions.

On this occasion, we will review our existing training programs, divide them into online training programs and group training programs, and promote an approach to conducting training online.