

## Human Resources

Health Management, and Occupational Health and Safety

### Governance

- Policy
- Organization

### Strategies and Risk Management

Health Management  
Occupational Health and Safety

### Target and progress

Health Management  
Occupational Health and Safety

### Initiatives

Physical Health Care  
Mental Health Care

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### Governance

#### Policy

The safety and health of the NYK Group employees are instrumental to the foundation of its business, and as such, the Group's highest priority is to promote health management to increase corporate value.

The NYK Code of Conduct calls for a safe, hygienic work environment, as well as measures to preserve and promote the Group employees' physical and mental health. We are rolling this out worldwide in multiple languages.

Furthermore, The Group seeks the understanding and cooperation of its business partners by including a safe, hygienic work environment in the "NYK Group Supplier Code of Conduct".

[Link](https://www.nyk.com/english/sustainability/pdf/social012en.pdf) For more information, click the link below.  
[▶ Health Management Declaration](https://www.nyk.com/english/sustainability/pdf/social012en.pdf)

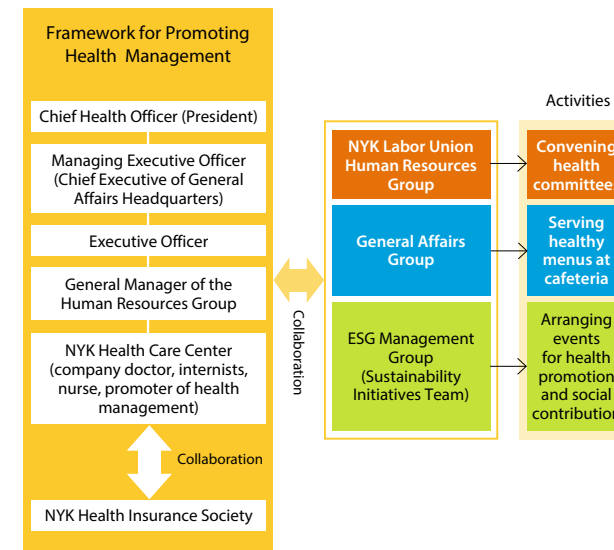
#### Organization

##### • Health Management

Since April 2015, the NYK Group has been strengthening health management so that its employees can stay in good health, maintain a positive disposition, and achieve their potential.

The NYK president, as the chief health officer, together with other members of management, the Human Resources Group, the NYK Health Care Center (NYK's in-house company clinic), and the NYK Health Insurance Society advocate health management.

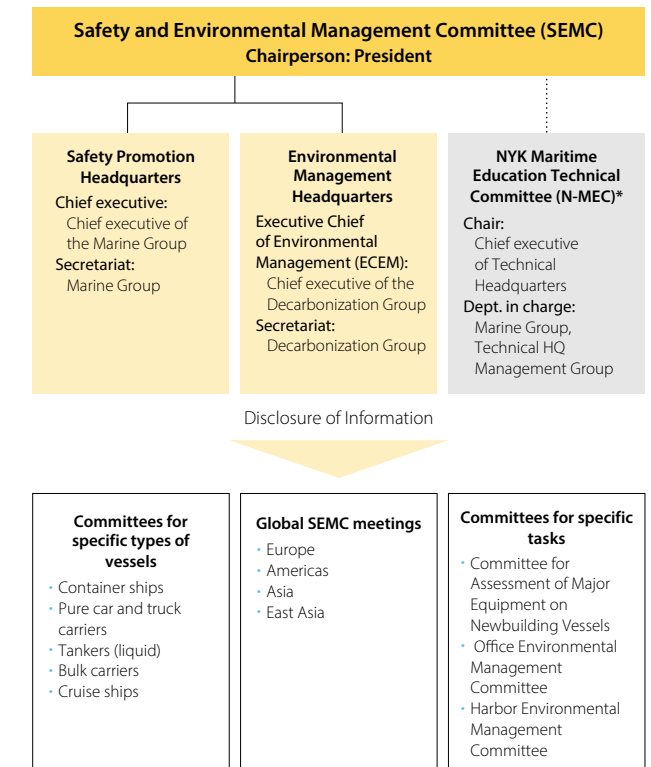
#### ■ Framework for Promoting Health Management



##### • Occupational Health and Safety

Based on the awareness that ensuring safe vessel operations underpins the NYK Group's business activities, the Safety and Environmental Management Committee, chaired by the president, was established in 2001, and offshore and onshore personnel around the world make a concerted effort to promote the safety and environmental activities. Every year, the committee reviews the activities conducted the previous year and decides the activity policy and goals. Also, the activity policy decided by the SEMC is translated into specific activities by the sub-committees for each ship type and executed as safety enhancement activities for each ship.

#### ■ Safety and Environmental Measures Advancement System



\*Committee for education, training, and development of crew members

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#### > ISO 45001 Occupational Health and Safety Management System Certification

The Group has obtained ISO 45001 certification to enhance the safety of shipping operations and maintain and improve quality. 14 of the 202 Group companies, or 7%, have obtained the certification (as of April 30, 2025).

- NYK LNG Shipmanagement Ltd.
- NYK Bulk & Projects Carriers Ltd.
- Hokuyo Kaiun Co. Ltd.
- NYK Auto Logistics (Kazakhstan) LLP
- SAGA SHIPHOLDING (NORWAY) A.S.
- Yusen Logistics (Czech) s.r.o.
- Yusen Logistics (UK) Ltd.
- Yusen Inci Lojistik ve Ticaret A.S.
- Yusen Logistics (Australia) Pty.Ltd.
- Yusen Logistics (India) Pvt. Ltd.
- Yusen Logistics (Thailand) Co.,Ltd.
- Yusen Logistics (Vietnam) Co.,Ltd.
- PT. Puninar Yusen Logistics Indonesia
- Uryi Logistics Solutions Co., Ltd.

### Strategies and Risk Management

#### Health Management

Regardless of whether its employees are working on land or at sea, in Japan or overseas, the NYK Group believes that maintaining good health even as they helps each individual reach their full potential.

The results of health checkups show that abnormal findings tend to be detected during health checkups and medical examinations as people age. Moreover, since these findings can also be observed in younger generations, the Group considers early treat-ment

and prevention of severe cases as important issues and are implementing measures accordingly.

#### • Health committee

In addition to company doctor, health managers, and internal stakeholders (Human Resources Group), a representative of the NYK Labor Union also participates in the meetings as an employee representative. Once a month, they exchange information on employee working conditions (overtime and vacation status) and health management (response rate to health checkups). The labor union and the Human Resources Group work together to reduce employee overtime by encouraging employees to take days off, preventing infectious diseases etc., because both organizations consider health and safety to be the highest priority.

#### Occupational Health and Safety

#### • Risk Assessment

For more information, click the link below.

**P.022** Risk Management

#### • Employee Safety Management (in the event of a disaster)

The Group has introduced a safety check system to determine employee status at the time of a disaster, such as an earthquake. This enables the company to grasp whether employees can keep working, and if not, the earliest possible action to take. If an earthquake of seismic intensity 6 or greater occurs at registered cities and offices in the country, a safety confirmation email will be automatically sent from the system to the employees. After receiving the email, employees will report their status and that of their family members, and management of each group can check the safety status of each member through the system. The Group plans to continue periodic safety confirmation drills to remain prepared for an emergency.

Moreover, in order to facilitate smooth communication and speed up early response at the time of a disaster, The Group has developed its own disaster prevention mobile app for all employees.

#### > Acquisition of Maritime Labor Convention Certificate

To comply with the ILO Maritime Labor Convention (MLC) in the working environment on board ships, all vessels operating in the Group obtained a Maritime Labor Certificate (MLC Certificate) after undergoing labor inspections, maritime inspections by the competent authorities of the flag State and registered inspectors. NYK original safety standard, NAV9000, requires and confirms compliance with main international conventions such as SOLAS<sup>\*1</sup>, STCW<sup>\*2</sup>, MARPOL<sup>\*3</sup>, and MLC, and continues to strive for the improvement of onboard occupational health and safety.

<sup>\*1</sup> SOLAS (International Convention for the Safety of Life at Sea)

<sup>\*2</sup> STCW (International Convention on Standards of Training, Certification and Watchkeeping for Seafarers)

<sup>\*3</sup> MARPOL (MARINE POLLUTION): International Convention for the Prevention of Pollution from Ships

For more information, click the link below.

**P.020** “NAV9000” - On-site Activities Based on NYK Original Safety Standard-

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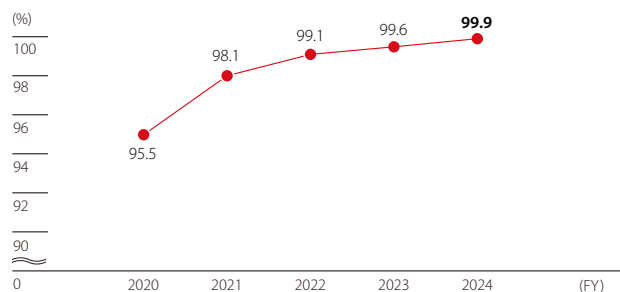
## Target and progress

### Health Management

#### ● Response Rate to Health Checkups

To promote and maintain good health, NYK encourages all employees to get annual checkups. Its goal is to provide employees with knowledge of their health condition so that they can better avoid disease or reduce its severity. In addition, the company doctor and internist provide medical treatment and guidance to patients requiring additional care.

#### ■ Response Rate to Health Checkups (NYK Headquarters)



\*In fiscal 2020 and fiscal 2021, due to the effects of the COVID-19 pandemic, overseas seconded employees and seafarers were unable to receive health checkups, and the health checkup rate decreased.

## Occupational Health and Safety

#### ● Occurrence of Occupational Accidents

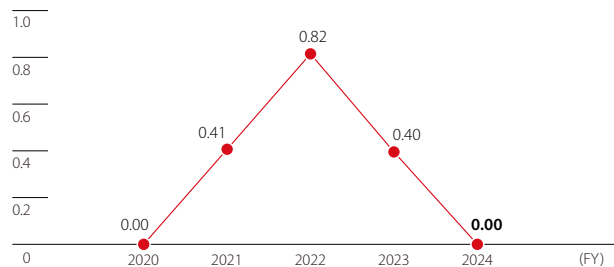
NYK monitors occupational accidents for employees working at the headquarters\*<sup>1</sup> to reduce the lost time injury frequency rate (LTIFR) \*<sup>2</sup>.

\*1 Includes fixed-term employees and employees seconded from group companies

\*2 LTIFR (Lost Time Injuries Frequency Rate):

Number of lost-day occupational injury cases / Total working hours × 1,000,000

#### ■ LTIFR (NYK Headquarters)



#### ● Seafarer Injuries and Illnesses

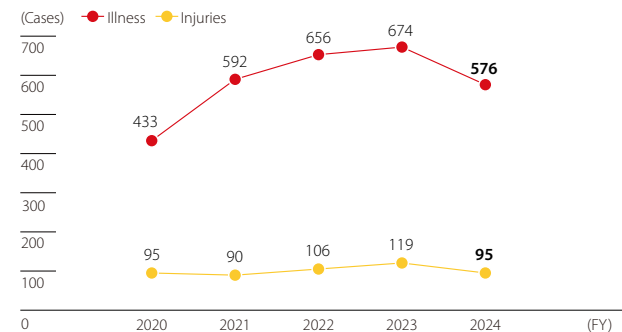
Also, by confirming the safety of the onboard environment via activities such as an onboard safety committee, NAV9000, and Near Miss 3000\*, the Group continue to encourage the improvement of seafarer safety awareness to prevent injuries and personal accidents. By gathering and analyzing data of injuries and illnesses, and that of Near Miss 3000, the Group can grasp the rate of occurrence and verify the effectiveness of safety activities to connect them to further improvement.

\* Near Miss 3000: Activities to aim to prevent accidents before they happen, and to deal with the often over-looked precursors to accidents.

For more information, click the link below.

**P.024** Near Miss 3000

#### ■ Reported Seafarer Injuries and Illnesses



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Physical Health Care
<ul style="list-style-type: none"><li>● <b>Company Clinic</b></li></ul> <p>At its head office, NYK has a clinic that is staffed with a company doctor, internists (for the cardiology, gastroenterology, respiratory medicine, and endocrine metabolism), pharmacists, psychiatrists, and a nurse so that employees may consult and see a doctor whenever they like. To prevent infectious diseases, the company also provide vaccinations and subsidies for vaccination costs through health insurance societies.</p> <ul style="list-style-type: none"><li>● <b>Health Checkups</b></li></ul> <p>To promote and maintain a 100%-response rate to health checkups, NYK encourages all employees to get annual checkups. Health checkups are conducted at the company clinic, and the company doctor and internists provide medical treatment and guidance to those with abnormal findings. The goal is for employees to understand their own health status and use this information to prevent diseases and severe disorders by allowing them to access their diagnostic findings from the previous five years online at any time. In addition to annual dental checkups, at hospitals and specialized clinics, NYK's employees can receive special examinations that include full medical checkups, cancer examinations, and gynecological examinations. Additionally, the work environment at the company is such that one in five employees in onshore job positions are assigned overseas. For this reason, the company doctor checks each employee's health before and after overseas assignments. Before the employee begins the assignment, the doctor reviews dietary habits at the assignment location, depending on the medical exam results.</p>

For more information, click the link below.

P.092 Target and progress

- **Support to Smoking Cessation Efforts**

The company clinic provides support to employees willing to try to quit smoking by offering a smoking-reduction outpatient service.

- **Smoking rate (NYK Headquarters)**

Unit	FY2020	FY2021	FY2022	FY2023	F2024
%	12.7	12.4	11.2	11.8	12.1

- **Support for Improving Dietary Habits**

NYK also supports employees in improving their eating habits from the perspective of preventive medicine.

The company doctor holds seminars to disseminate information on dietary habits that are easy to in-corporate into daily life.

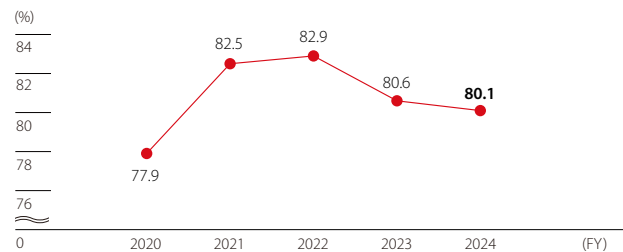
The company cafeteria offers a dietitian-created lunch menu that considers health by providing, for example, low-sodium and low-carbohydrate options. The menu includes information on calories, salt content, and allergens, and food-related pamphlets are made available to enhance employees' awareness and knowledge of food. NYK also offer a "Table For Two\*" option two to four times a month.

\* When an employee orders a low-calorie menu or food to prevent obesity or lifestyle-related diseases, 20 yen per meal will be donated to provide school meals for children in developing countries through "Table For Two". 20 yen is the cost of a school meal in a developing country and for every meal consumed in a developed country, one meal is donated to a developing country.

- **Support for Drinking Habits**

NYK is focusing on initiatives to improve drinking habits because the percentage of employees with appropriate drinking practices is lower than that of others with similar exercise and dietary habits.

- **Percentage of People with Appropriate Drinking Habits (NYK Headquarters)**



- **Support for Forming Exercise Habits**

From the perspective of preventive medicine, the NYK Group also emphasizes helping its employees form exercise habits, and implementing activities that encourage exercise.

### NYK's Charity RUN + WALK+α (Chari Run!)

Chari Run is an annual in-house event launched in 2017 with the aim of promoting the health of the Group's employees and enhancing an awareness of social issues. This event is expanded to Group companies not only in Japan, but also overseas. The donation is collected from the participants paid as the participation fee of Chari Run event and a matching contribution by a company, NYK based on the participants' performance ("Matching gift"). NYK contributes to Médecins Sans Frontières to help promote the health of people who do not have access to medical services due to conflicts and disasters.

For more information, click the link below.

P.105 The Challenge to Solve Social Issues

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#### ● Seminars on Health-related Issues

The company doctor and physicians hold seminars for new employees on managing physical and mental health as working professionals. In fiscal 2024, the company doctor conducted seminars on responsible drinking, daily diet and sleep habits, as well as health management tailored to gender. The Group company employees and business partners were also invited to participate.

#### ■ Seminars on health-related issues

	Unit	Seminar	Number of participants
FY2023	Person	Health Seminar for New Employees	81
		Health Issues According to Women's Life Stages (1)	135
		Health Issues According to Women's Life Stages (2)	102
FY2024	Person	Seminar for New Employees	114
		Responsible Drinking	102
		Daily Diet Habit (1)	136
		Daily Diet Habit (2)	105
		Daily Sleep Habit	149
		Health Management Tailored to Gender	104

#### 〈When Working on Sea〉

##### ● Health check

In addition to the health check before boarding the vessel, regular health checks are mandatory on board. All Japanese seafarers undergo annual preventive checkup for lifestyle-related diseases through seafarers' insurance.

#### Mental Health Care

If employees are not in a sound state of mind and body, they cannot work with enthusiasm. Therefore, NYK makes an active effort to promote mental health care.

##### ● Company Clinic

NYK has three company psychiatrists. Consultation with specialists outside the company are available online or via the phone 24 hours a day, 365 days a year for employees.

##### ● Stress Checks

While workplaces with 50 or more employees must implement this system, NYK implements stress checks at all domestic and overseas workplaces and onboard ships, regardless of the number of employees.

##### 〉 Presenteeism

At the same time as stress checks, NYK measures presenteeism, i.e., lost productivity that occurs when employees are not fully functioning in the workplace because of an illness, injury, or other condition.

#### ■ Presenteeism (NYK Headquarters)

Unit	FY2020	FY2021	FY2022	FY2023	FY2024
%	18.2	18.6	17.2	18.0	17.0

\*Measurement method: The percentage of respondents who responded to the following question of The Single-Item Presenteeism Question(\*1) with a rate below 100%: "On a scale from 1% to 100%, where 100% is the best job performance you could have at your job if unimpeded by sickness or injury, how would you rate your overall job performance on the days you worked during the past four weeks (28 days)?" The evaluation is based on the percentage obtained by subtracting the percentage of responses given using the 11-point scale (\*2) from the 100% value.

\*1 A Single-Item Presenteeism Question, or SPQ, is a scale that can easily measure presenteeism with a single question. It was developed by "The University of Tokyo Working Group," a Fiscal 2015 Project to Promote the Creation of Industries to Extend Healthy Life Expectancy.

\*2 A survey method called the Cantril's Ladder for investigating subjective levels of happiness. The participants are asked to imagine an 11-step ladder ranging from "0" to "10," and judge how satisfied they are with their current life.

#### ● Refreshment

For the purpose of recovering from fatigue and maintaining a balanced mind and body, the head office also has a massage room, roof-terrace relaxation space with benches and gardens, and cafe to enhance workplace communication. NYK also has coffee machines and cafes in the office space to provide a change of pace and encourage spontaneous communication between departments.



Massage room



Roof terrace

#### 〈When Working on Sea〉

##### ● Improving Communication Environment

Since 2021, NYK has been making efforts to improve the communication environment between vessels and shore, including increasing onboard internet speed.

To further enhance communication speed, the company is introducing Starlink\*. NYK believes that, by facilitating communication between seafarers and their families and friends onshore, the company can expand the welfare of seafarers and help to maintain and improve their work motivation. Improvements in the communication environment have also led to the introduction of telemedicine. Medical consultations that were previously conducted over the phone and email will now be held via video call.

\*Starlink is a satellite communication service operated by Space Exploration Technologies Corp. (SpaceX). Because Starlink uses low-orbit satellites, it enables higher-speed, lower-cost, and larger-capacity communications than conventional communications.

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Related Data

● Holding Seafarers’ Dialogue

This is a forum to listen to the voices of seafarers to further improve the financial services provided to seafarers by MarCoPay Inc. (Maritime Community Pay; a NYK Group company). It also serves as an important forum for sharing examples of past accidents and holding dialogue to prevent recurrence. To enhance communication with seafarers on board and their family members, the Group holds seafarers’ dialogue in many areas. The NYK Group strengthens its correspondence with seafarers’ family associations by sharing information regarding seafarers, as well as providing family consultations on topics such as education for children. The Group expands the welfare benefits for seafarers.



Family gatherings

Related Data

The NYK Group (Includes NYK Headquarters)

■ Occupational Health and Safety

	Unit	FY2022	FY2023	FY2024
Lost-time injury (LTI) rate*1	%	2.5	2.5	2.9
Number of work-related deaths	Persons	2	1	1
Mortality rate *2	%	0.0	0.0	0.0

\*1 Calculation method: (Number of work-related accidents resulting in absence from work)/(Total working hours) x 1,000,000

Total working hours are calculated as 2,000 hours/employee

\*2 From 2021, the aggregation standard was changed. In conjunction with this, the figures for fiscal 2019 to fiscal 2020 have been revised.

NYK Headquarters

■ Occupational Health and Safety (Includes Fixed-Term Employees)

	Unit	FY2022	FY2023	FY2024
Number of occupational accidents*1		2	2	5
	Office workers (includes navigation officers and engineers*3)	0	1	1
	Seafarers	2	1	4
Lost time injury (LTI) rate *2	%	0.82	0.40	0.00
Number of work-related deaths		0	0	1
	Office workers (includes navigation officers and engineers at office locations)	0	0	0
	Seafarers	0	0	1
Number of lost days caused by occupational accidents (1 day or more)		9	7	0
	Office workers (includes navigation officers and engineers at office locations)	0	7	0
	Seafarers	9	0	0

\*1 Excludes commuting accidents

\*2 Employees working at headquarters, including navigation officers and engineers(\*3) who are working at office locations, seconded employees from Group companies, and contractors for business outsourcing, etc.

Calculation method: (Number of work-related accidents requiring leave) / (Total working hours) x 1,000,000

\*3 Navigation officers and engineers either hold a seafaring license or are in the process of acquiring one at a maritime college.