

Human Resources

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The NYK Group has pursued new competitive advantages by taking on ambitious initiatives and realizing creative solutions throughout its history of 140 years. The DNA of “challenge and innovation” was clearly stated in the Group Values “integrity, innovation, and intensity (3I’s)” formulated in 2007 (now redefined as Values), and is shared by all employees of the Group as a common value to realize the Group Mission.

The Group Mission “Bringing value to life,” is based on the ideas of Yataro Iwasaki, the founder of the Mitsubishi Group, and clearly states the Group’s purpose and reason for existence: to “bring people around the world a better quality of life through the transportation of goods and values.” This Mission has been passed down through the Group DNA to the present day.

The employees of the NYK Group and the seafarers who work on its ships cooperate with each other to conduct business on a global scale. To realize the Medium-term Management Plan “Sail Green, Drive Transformations 2026 - A Passion for Planetary Wellbeing -” (the key strategy), which is based on Advancing the core business and growing new business, the Group has formulated a new Human Resources strategy (CX Story*) as a supporting strategy. Based on this strategy, the Group will encourage all Group employees to bring forth their best to take on challenges, and realize the medium-term management plan.

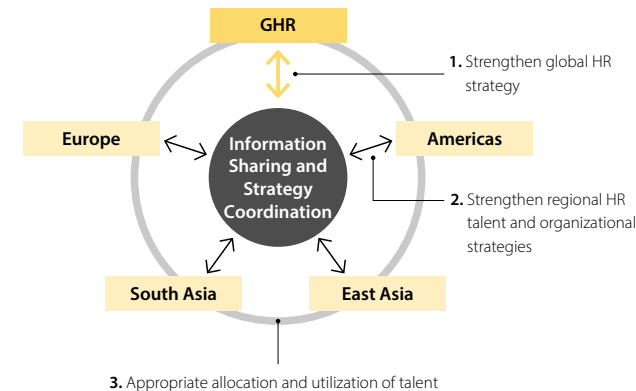
In its long-term vision for CX, the Group aims to transform from “A Japanese company operating globally” (Where the organization operates globally, but key decisions are made in Japan) to “A global company headquartered in Japan” (Where the headquarter is located in Japan, but the organization involves employees with diverse backgrounds in decision-making).

*CX Story: A detailed description of the CX in the Medium-Term Management Plan

Organization

The NYK Group is building and strengthening its Global HR*¹ and Regional HR*² structures and networks in each region as a prerequisite for implementing various measures to realize its ideal organizational image.

Strengthen the Global HR (GHR) Function



*1 Global HR (Global Human Resources): Human resources organization with a perspective on the entire Group’s global operations

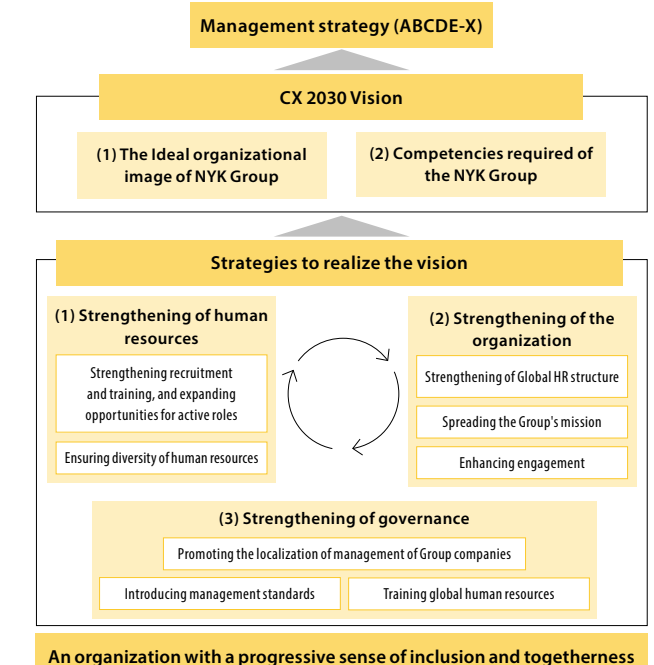
*2 Regional HR (Regional Human Resources Representative): Regional human resources manager at each regional headquarters

Strategies and Risk Management

CX 2030 Vision

In pursuit of our long-term vision, the NYK Group has defined the “CX 2030 Vision” as the “ideal organizational image of the NYK Group” looking ahead to 2030, the target year of the Medium-term Management Plan, along with the “competencies required of the NYK Group” to realize this vision.

CX Story Overview



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• The ideal organizational image of the NYK Group

The ideal organizational image of the NYK Group is “an organization that encourage all Group colleagues to bring forth their best to take on challenges.”

Overview of CX Strategy

To realize the CX 2030 Vision, the NYK Group will continue Talent Management, Organization Development, and Enhancement of governance which will serve as the foundation for the effective circulation of these two wheels.

Talent Development

- Enhance recruitment and development, and promote cross-domain assignment
- Promote D&I

Organization Development

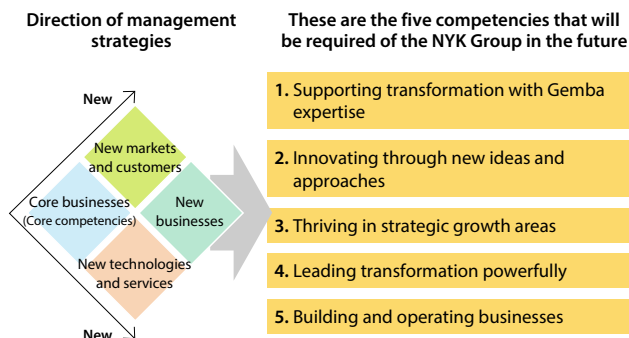
- Strengthen the global HR function
- Advance understanding of the Group's mission
- Improve employee engagement

Enhancement of governance

- Promote localization of group company management
- Implement management standards

• Competencies required of the NYK Group

To achieve the Medium-Term Management Plan, which is based on both strengthening its core businesses and developing new businesses, the NYK Group has newly defined the following five competencies that are required of Group employees, and the Group will continue to nurture them.



Initiatives

Talent Management

• Policies to ensure diversity of human resources

The NYK Group will promote the following specific measures to ensure diversity of human resources.

- In Fiscal 2024, we established the "D&I Promise" to express the NYK Group's commitment to D&I. This serves as a code of conduct for promoting Diversity and Inclusion throughout the Group.
- To advance the active participation of women across the Group, we aim to increase the ratio of female employees and female managers, thereby diversifying decision-making processes. As part

of our top-level commitment, we are broadening opportunities for women and incorporating more diverse perspectives into management decisions. We also launched a program to help expand the pipeline by offering opportunities for women to gain decision-making experience at the executive level.

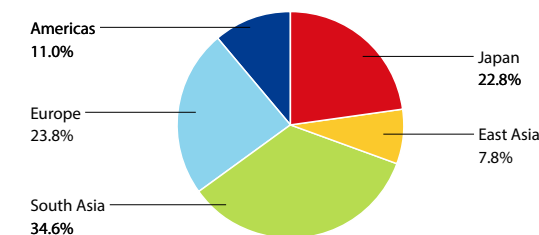
- We are promoting a project to support “the success of Navigation officers and engineers,” who are the source of our competitive strength, to create a company where they can work with pride and passion over the long term.
- We are enhancing global talent exchange, within the NYK Group, to foster workforce diversity within the organization.

• Promotion of cross-border activities

> Achieving a Workplace where diverse employees can play an active role

The NYK Group continuously strives to create a work environment where employees with diverse backgrounds can play an active role in the global field. The Group has also incorporated content related to the promotion of Diversity & Inclusion in its e-learning program designed for all Group employees to ensure thorough understanding of the topic.

■ Ratio of NYK Group Employees by Region (Consolidated)



(As of the end of March 2025)

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> Diversification of Seafarers

In order for the Group to implement a broad range of business globally, the Group must secure and develop talented seafarer resources. In the Group, the seafaring workforce is a multinational mix. Less than 10 percent of the seafarers working on the Group's operating vessels are Japanese. In 2007, aiming to create a foundation for training seafarers for senior positions from the basic level up, NYK opened the NYK-TDG Maritime Academy (NTMA)*¹ in the Philippines. Graduates of NTMA and students from various partner merchant marine academies in India, Eastern Europe, and Asian nations receive onboard training on NYK cadet training ships*². After obtaining their seafaring licenses, the new seafarers then begin their careers on board NYK's operating vessels, and in recent years have expanded their range as navigation officers and engineers at office locations as well.

*1 NTMA: NYK-TDG Maritime Academy

*2 Cadet training ship: Vessels with educational facilities (cadet quarters for 20 cadets, classrooms, instructor's quarters, etc.) added to a regular merchant vessel

> Increased number of captains and chief engineers from various countries

The Group is committed to training quality seafarers and contributing to job creation in each country where it operates. As a result of its efforts to foster quality seafarers regardless of nationality and to facilitate appointment of outstanding seafarers to executive positions on high-risk vessels*, the Group now has captains and chief engineers of Philippine, Indonesian, and Nigerian nationality.

*High-risk vessels: Types of vessels, such as tankers and LNG ships, that transport hazardous materials

> Promotion of cross-border assignments

To encourage talent to thrive across companies and regions, the Group is promoting cross-border assignments, which involve the dispatch and placement of personnel internationally. In fiscal 2024, the Group established a Global Mobility Policy as the foundation for these efforts.

> Global NYK Group Week

Since 2002, The NYK Group has been holding "Global NYK Group Week," an annual Global training program at NYK Tokyo head office for managers selected from the Group companies around the world.

The purpose of this training is to build a human network that transcends the boundaries of countries, companies, and divisions, to reaffirm the mission, vision, and values of the NYK Group, and to raise awareness of commitment and loyalty in business management through direct dialogue with the NYK President and top management members.

Results held in FY2024

Global NYK Group Week 2024 was held from December 2 to 7, with 16 participants selected from group companies. Attendees participated in leadership training and workshops on innovation methods. In addition, a group discussion was held with top management members, including the president, on the theme of the Mid-term Management Plan. Furthermore, through activities such as visiting a shipyard, paying respects at Kotohira Shrine, and touring the birthplace of Yataro Iwasaki, participants deepened their understanding of the company's corporate philosophy.



● Expansion of opportunities beyond gender

> Creating an environment where everyone can play an active role

NYK's Human Resources group has established the HR Design/ Diversity & Inclusion Team that is taking a range of measures to contribute to the workforce to promote the establishment of environments and the cultivation of workplace atmospheres to encourage all 35,000 Group employees to bring forth their best to take on challenges.

The NYK Group as a whole has established the "D&I Promise" for fiscal 2024 as its commitment to promoting Diversity & Inclusion throughout the Group. NYK has been working to create a system and environment in which each colleague can play an active role regardless of their gender, such as by abolishing the company's job classification by, unifying everyone into one human resources system in 2001 and introducing spousal transfer leave program.

In October 2020, NYK partially revised its human resource system so that employees who take career breaks due to childbirth, childcare, family care, or poor health receive fair evaluations upon returning to work and, as a consequence, do not suffer any disadvantage from employment gaps.

NYK has also have a range of other systems that surpass legal requirements, such as systems for childcare/nursing care leave, flextime, short-time work, and remote work, which allow employees with various circumstances to balance their work and life. Furthermore, the company has been holding the Iku-boss seminar since 2016 and the Unconscious bias seminar since 2022 to raise awareness among managers who have subordinates working with time-constrained responsibilities such as childcare or nursing care.

In 2024, with the aim of incorporating more diverse perspectives into its decision-making processes, the NYK Group made a top commitment to actively promote gender diversity that contributes to its future growth. The Group will further advance these initiatives. In the action plan based on the "Act on Advancement of Measures

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To Support Raising Next-Generation Children” (planning period: April 1, 2021 to March 31, 2026), NYK has created an action plan to provide career support and work-life balance support to employees regardless of their gender.

[Link](https://www.nyk.com/english/sustainability/pdf/social013en.pdf) For more information, click the link below.
<https://www.nyk.com/english/sustainability/pdf/social013en.pdf>

> Balancing childcare and work

By explaining the childcare leave system, conducting pre- and post-leave interviews, conducting interviews prior to reinstatement, and holding pre-reinstatement roundtable discussions, NYK aims to create an environment in which employees can return to work with a high level of motivation, eliminating any concerns they may have, and maintaining an almost 100% return rate for both men and women following childcare leave. In addition, creating a workplace environment where employees can easily take leave is an urgent issue not only for those taking leave, but also for reducing the burden on their colleagues who support them. To confirm employees’ intentions regarding taking leave, facilitate early sharing of information, and encourage each workplace to review and streamline operations when leave is taken, the company has introduced a communication sheet. Furthermore, after their reinstatement, NYK provides a forum where employees can consult with a confidant about day-to-day concerns and receive advice on balancing work and childcare through its in-house mentor system. Besides this, NYK is also working to provide opportunities for outside training and cross-industry exchanges to promote personal growth in cases where an employee lacks experience due to their absence from work or where it is difficult to maintain motivation for their career due to balancing work and childcare.

NYK has also introduced a unique paternity leave system (for male employees), which provides 14 days of paid leave including weekends

and national holidays, subsidies for the use of babysitters, contracts with company-led nursery schools, etc., and hold Iku-papa seminars to foster awareness and workplace culture that balancing childcare/housework and work is not limited to a particular gender. NYK believes that by establishing an in-house consultation service to provide support for work-life balance and strengthening soft support, employees can be further encouraged to take an active role in their careers.

> Number and percentage of employees taking childcare leave

NYK is focusing on the number of employees who have taken childcare leave, the rate at which they take childcare leave, and the retention rate after returning to work as one of the indicators to measure the progress of the current action plan (Second Action Plan) based on the Act of Promotion of Women’s Participation and Advancement in the Workplace. The retention rate after childcare leave has remained at 100% regardless of gender.

[Link](https://www.nyk.com/english/sustainability/pdf/social014en.pdf) For more information, click the link below.
<https://www.nyk.com/english/sustainability/pdf/social014en.pdf>

■ Changes in the number of men/women taking childcare leave and system utilization rate (NYK Headquarters)

	Unit	FY2022	FY2023	FY2024
Number of male employees who used parental leave program	People	52	50	60
Number of female employees who used maternal leave program	People	12	7	16
System utilization rate (male employees)	%	72.2	73.5	92.3
System utilization rate (female employees)	%	100.0	100.0	100.0

> Ratio of women managers

Looking at past hiring trends and the current situation in which the percentage of women employees is declining due to industry characteristics, NYK recognizes that achieving its stated goals will not be easy. However, the company will make its policy clear and work on various measures to get as close as possible to the realization of its goals.

As a non-financial indicator KPI, NYK has set a target to increase the ratio of women managers to 30% by 2030. To achieve this goal, NYK has formulated an action plan in accordance with the “Act of Promotion of Women’s Participation and Advancement in the Workplace.” To achieve Diversity & Inclusion, the current action plan (period of second action plan: April 1, 2021 to March 31, 2026) focuses on creating an environment and promoting a workplace culture in which diverse human resources can play an active role.

NYK is also advocating for and cultivating human resources that can lead business development in Japan and overseas regardless of their gender. As a part of these efforts, the company will continue to implement the measures formulated in the First Action Plan to increase the number of women working abroad. Work experience abroad is an important element of employee career advancement, and when implemented in conjunction with the measures of the Second Action Plan, stimulates self-growth. NYK expects overseas work experience to be a valuable attribute to employees who serve as managers in the future.

The percentage of women managers (stand-alone, land-based positions [excluding navigation officers and engineers]) has remained above 10% since fiscal 2013, and reached 13.9% as of March 31, 2025.

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■ Ratio of women managers (NYK Headquarters, land-based positions [excluding navigation officers and engineers])

	Unit	FY2022	FY2023	FY2024
Ratio of women managers	%	13.7	13.6	13.9

> Dispatching of Female Employees to External Training

NYK believes that developing female leaders is essential to achieving its goal of 30% female managers by fiscal 2030. Accordingly, the company actively sends female employees to various external training programs. In fiscal 2024, women accounted for 57.1% of all employees dispatched to external training programs.

■ Dispatching of female employees to external training (ratio of women)

	Unit	FY2022	FY2023	FY2024
Dispatching of female employees to external training (ratio of women)	%	63.6	52.4	57.1

> Mid-career Hiring of Women

NYK is actively promoting the mid-career recruitment of women, aiming to achieve a ratio of approximately 50% female representation among all mid-career hires. In fiscal 2024, women accounted for 27.2% of mid-career hires.

■ Mid-career hiring of women (ratio of women)

	Unit	FY2022	FY2023	FY2024
Mid-career hiring of women (ratio of women)	%	19.3	22.2	26.1

> Women Seafarers

In 2004, NYK became the first of the major Japanese companies that offer overseas shipping services to accept female officers. Since then, their numbers have continued to rise, and the company had 26 female officers as of March 31, 2025. Their participation in the workplace—on board vessels and in the office—is advancing. On April 2017, a deck officer named Tomoko Konishi became the first woman in NYK's history to be promoted to the rank of captain.

> LGBT/SOGI*

Every year, NYK invites external speakers to conduct “Diversity & Inclusion Training” for new employees with awareness of the LGBT community as one of the themes. Fiscal 2023, the company conducted LGBT awareness training for executives in charge of human resources, and human resources personnel. Through face-to-face talks, lectures on fundamental LGBT/SOGI issues, and group work, each employee can gain new awareness and recognize the importance of diversity and inclusion.

In addition, the NYK Group promotes understanding of LGBT/SOGI through e-learning. The Group also provides an LGBT consultation service, conduct anonymous surveys, and invite LGBT experts to talk to employees. These initiatives aim to foster a greater understanding and acceptance of LGBT within its organizations.

*SOGI (Sexual Orientation and Gender Identity)



Training being conducted by JobRainbow



Virtual reality experience

In April 2024, the company's executive officer joined “Pride1000,” an ally* network of work with Pride business executives, as an endorser. Pride1000 aims to broaden the circle of allies among business executives and to send a positive message to society.

*Message from NYK Executive Officer



Message from Our Executive Officer



Tokyo Rainbow Pride 2024 Parade

Aiming to further promote Diversity & Inclusion, since Fiscal 2023 the company has been endorsing the “Rainbow Communication Badge (RCB) Project” organized by JobRainbow Inc.

The RCB Project aims for an inclusive society without discrimination or prejudice. By wearing the Rainbow badge, NYK can create a reassuring environment for customers, business partners, and employees.



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● Strengthening recruitment and training

To achieve ambidextrous management, it is necessary to create value beyond the conventional framework. Accordingly, NYK is making a major shift from homogenous human resource development to the development of “business leaders” who possess their own distinctive job performance skills. This will strengthen human resources and accelerate corporate growth. Specific policies are as follows.

1. Promote cross-domain assignments and support career development through assignments and participation in projects that cross work areas, countries, and regions
2. Expand internal job postings within the Group and encourage participation to promote career development
3. Prepare leaders of the next generation to take on Group management responsibilities strategically
4. Promote localization of Group company management and decisionmaking with diverse perspectives by appointing local employees

Recruitment

> New-graduate and mid-career hires

NYK has been actively recruiting not only new graduates but also mid-career hires with diverse backgrounds for such things as personnel assignments in strategic areas and to strengthen corporate functions.

> Reemployment Program

In April 2006, NYK began operating the NCC (NYK Career Club) system. The NCC is a program created in response to the Law Concerning Stabilization of Employment of Older Persons and provides reemployment up to age 65 for employees who retire at age 60.

Learning development

– For all employees

> NYK Business College

Aiming to cultivate employees who will lead the next generation, NYK enhances a variety of training programs.

The company offers the “NYK Essential Training,” which aims to develop the next generation of talent and strengthen and improve their leadership, management, and ability to acquire new ideas and approaches, and the “NYK Business College,” a training system that aims to enhance the overall capabilities of NYK Group employees. NYK also offers more than 60 programs that combine lectures and practical exercises to develop business leaders capable of leading their teams. A total of 2,802 Group employees participated in these training sessions in fiscal 2024.

Additionally, the company offers various cross-industry exchange programs for Off-JT.

■ Main Off-JT and Training Programs

NYK essential training

- New employee training
- Second year training
- NYK TECH Seminar
- Leadership thinking-skills training
- Mentor (listening skills) training

- Career design training
- Management skills enhancement training
- New manager training

- Training for new Group leaders
- Career brush-up training

NYK Business College

General business skills

Law

Accounting
Finance
Investment and finance

Communication
management

Etc.

Maritime knowledge

Ship operation
management training

Maritime legal
training

Etc.

Medium to long term programs

Digital academy

LEAP*

*LEAP (Learning Empowerment Action Program):

This roughly 10-month training program is designed to develop human resources capable of managing the operations of Nippon Yusen Kabushiki Kaisha (NYK) and its Group companies. The program started in fiscal 2024.

> LEAP

With the aim of “developing talent capable of leading the management of the NYK Group,” the Group launched LEAP (Learning Empowerment Action Program) in fiscal 2024.

The program not only provides input of specialized knowledge and skills for each participant, but also enhances basic skills such as the mindset and abilities required of the Group’s employees through discussions on management issues with diverse colleagues. Its goal is to nurture talent who can handle increasingly complex management challenges resulting from changes in the

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business environment and expansion of business scope.

The training consists of a curriculum spanning approximately nine months. In addition to lectures and dialogue sessions with the company president and external experts, participants engage in “action learning,” where they identify management issues that the Group may face and, as teams, propose solutions to address these challenges.

> NYK Digital Academy

The “NYK Digital Academy” is an in-house educational institution aimed at nurturing business leaders who can take the initiative in innovating and reforming and develop new markets and customers, even in an increasingly uncertain business environment. The program was launched in 2019 as one of the Group’s important human resource development Programs, and a total of 95 employees had graduated from the academy by the end of fiscal 2024.

Currently, the program has developed a curriculum lasting approximately nine months per term, and some of the outcomes have begun to be commercialized as a result. Upwards of 45% of the Digital Academy’s new business ideas are being developed and examined for commercialization with external partners. Some projects, such as space venture or fisheries resource visualization, have already begun to be executed.

The NYK Group is also strengthening its external collaboration with universities and companies both in Japan and abroad, and has provided lectures and training to 79 companies, 16 universities, and 2,604 people (as of December 31, 2024).

Program structure and results

It is divided into three sections: Foundational courses that cover general education and practical business skills; short-term intensive workshops that teach market research/ business plan creation in collaboration with foreign universities; and practical exercises that challenge business reform and market creation using the Group’s management resources. Instructors include employees with experience in business development both domestically and internationally, as well as renowned university professors and experts in their fields.

■ Program Design

Total number of graduates: 95

Practical exercises	Proposal for creating new value Collaborating with other companies and research institutes	20	FY2024
		14	FY2023
Short-term intensive Practical exercises	Collaborating with overseas universities Designing thinking exercises	10	FY2022
		24	FY2021
Foundational course	Liberal Arts and Business Skills (Mathematical Science, Strategic Management, Data Science, Ideology and Philosophy, Accounting and Finance, etc.)	21	FY2020
		6	FY2019

■ Total number of participants and target participants

Number of participants	Total 95 people (including 23 from Group companies) (FY2019 to FY2023)
Target participants	Young managers to General managers Group employees with diverse backgrounds in terms of occupation (onshore administrative/technical, offshore), company/department, gender, etc.

> e-learning

NYK conducts e-learning for Group companies globally to provide knowledge of compliance and other topics and the Group’s initiatives that should be well-understood by employees of the NYK Group.

In fiscal 2024, the company implemented programs on ESG management, the environment, and behavioral standards, with approximately 9,000 participants. NYK aims to foster compliance awareness, create a sense of unity among Group members globally, and increase the number of employees who have acquired the latest knowledge on sustainability by having them participate in the same program.

> Vessel Operations Meister Program

NYK operates the internal qualification system “Vessel Operations Meister Program” to train operation personnel who can ensure thorough safe operation and improve operational efficiency and profitability. The operation personnel can obtain the Vessel Operations Meister qualification by completing certain training courses and passing the certification exam, in addition to their daily work-related training. Group colleagues also can challenge for this qualification, and NYK is working together as a group to improve operation quality.

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– For navigation officers and engineers

> NYK-TDG Maritime Academy (NTMA) in the Philippines

NYK considers the Philippines as one of the major countries having the source of seafarers, and the company works to maintain and improve the quality of Filipino senior staff through education at the maritime academy “NYK-TDG Maritime Academy (NTMA)*.” The total number of graduates from the first class in September 2011 to the thirteenth class has reached 1,551 (As of March 31, 2025), and most graduates are actively working as officers or engineers on NYK-operated ships. Moreover, many of its graduates are active in important land positions that play a crucial role in ensuring safe operations, with their activities spreading across NYK’s key locations in Japan, Singapore, Australia, and other places.

*The school was established and opened in 2007 in Canlubang City, near Manila, in collaboration with Transnational Diversified Group (TDG), a business partner in the Philippines. Established in 1976 and headquartered in the Philippines, TDG provides shipping agency, seafarer deployment, maritime education, logistics, and other services. The NYK Group and TDG have worked in partnership since TDG’s establishment.



NTMA Graduation Ceremony Photo

> NYK Maritime College

The “NYK Maritime College” is a unique crew training program developed by the NYK Group and that officially commenced in 2006. In the Group, where crew members are becoming more multinational, the Group has clarified the knowledge and technical requirements for each position, from Third Officer and Third Engineer to Captain and Chief Engineer, to develop all crew members by its unique unified standards, as outlined in the “NYK Requirements.” This is a program that provides globally uniform training regardless of the nationality and training location of seafarers to effectively improve their skills. To achieve a higher level of safe navigation and environmental conservation, it is essential not only to improve hardware such as ships and strengthen systems but also to cultivate the “people (crew members)” who operate them. In the spirit of this idea, the Group operates as a cross-border college.

> Japanese Seafarers’ Training Course

The NYK Group has a global network that builds on its core marine transport to provide an impressive array of transport services by ocean, land, and air, the Group recruits and trains the wide range of personnel required by its operations.

Formerly, the Group had been hiring to-be-licensed offshore staff and students who had gone through professional education. However, in fiscal 2006 NYK became the first shipping company in Japan to hire graduates from ordinary four-year universities to undergo extensive in-house training for positions on board vessels.

Over the course of two years after joining the company, these employees receive education and onboard training for two years and obtain seafarer licenses. They then build onboard experience as deck officers and engineers, eventually working toward the rank of captain or chief engineer.

More than 140 employees (as of April 2024) who earned their

licenses in this manner are now working on ships all over the world. NYK plans to continue this style of seafarer education and hiring in the future.

● Expanding opportunities

> Global Challenge Program and Placement Appeal System

NYK has started the ‘Global Challenge Program,’ which places young employees in challenging positions abroad for short periods and supports each individual’s independent career advancement. This system is being implemented in parallel with NYK’s internal appointment system (a system that allows employees to directly communicate their desired transfer preference to their desired position and be transferred there) to increase opportunities for Group employees to take on new challenges and improve their engagement.

NYK started operating the program in fiscal 2023, and as of March 31, 2025, the company has implemented a total of 10 positions. The company conducted this program in fiscal 2023 for its employees, but starting from fiscal 2024, NYK has also begun recruiting local staffs for positions at its headquarters in Japan. In the future, the company plans to utilize its global HR system to recruit employees for transfers between overseas Group companies.

> Human Resources with Both On-site Capabilities and Leadership Based on Onboard Experience

As an organization, the NYK Group aims to integrate land and sea. It promotes the training of navigation officers and engineers with on-site capabilities and leadership skills based on onboard experience. NYK’s multinational navigation officers and engineers leverage their acquired knowledge while building a system that utilizes human networks and diversity, gained through their experience in land-based roles. Those who specialize in maritime operations apply their expertise to contribute to safe and efficient navigation.

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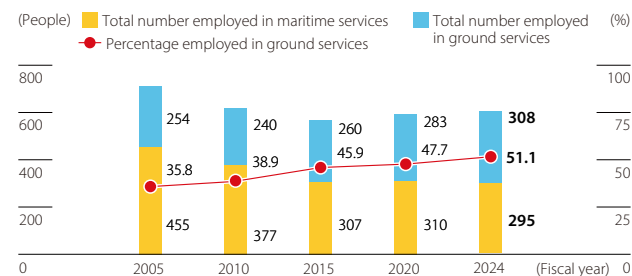
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Change in the percentage of Japanese navigation officers and engineers working on land (NYK Headquarters)



Organization Development

Spreading the Group's mission

The NYK Group has been building the foundation to achieve the vision in the Mid-term Management Plan by promoting its mission and values, which have been rooted in the organization's history since our founding, and by improving employee engagement. In particular, the Group has created a promotional film about its mission, based on its 140-year history, and the Group tries to spread this message both internally and externally. The Group also organizes workshop for Group colleagues to encourage them to connect the mission with their own work.



Link For more information, click on the link below.
<https://www.nyk.com/english/profile/mission/>

Promote understandings of Group Mission

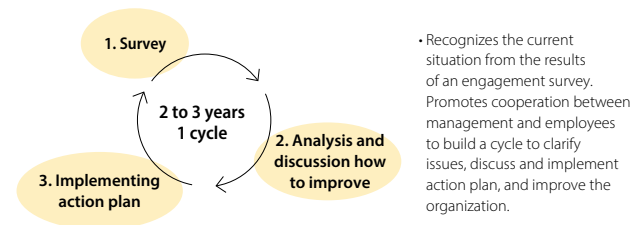
Share Mission and promote understanding

- Attends town meetings, etc. where NYK management explains the Group mission
- Produces and distributes videos showcasing the history of challenges and the creation of the Group Mission from its founding to the present
- Conducts e-learning on the Group Mission in the Group

Promoting personalization

- Creates opportunities for each employee to contemplate the Group Mission

Global engagement survey



Enhancing engagement

In 2022, the NYK Group conducted an engagement survey of NYK Group employees and executives. The Group analyzed the results of the engagement survey and then made and implemented action plans for each organization. The Group will continue to conduct engagement surveys on a regular basis and follow the PDCA cycle to enhance its organization.

Further, the Group will highly prioritize communication for better organizational management by providing its employees with an opportunity once a year to voice their opinions, thoughts, and requests.

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Employee Demographics*1

		Unit	FY2022	FY2023	FY2024
Number of employees			35,502	35,243	35,230
By region	Japan		7,900	8,006	8,039
	East Asia		2,875	2,750	2,753
	South Asia		12,511	12,516	12,193
	Europe		8,544	8,398	8,370
	Americas		3,672	3,573	3,875
Number of employees promoted to director by region*2	Japan	Men	180	173	161
		Women	7	8	10
	East Asia	Men	22	29	23
		Women	1	4	4
	South Asia	Men	121	134	146
		Women	23	16	25
	Europe	Men	75	104	90
		Women	7	14	10
	Americas	Men	35	27	40
		Women	8	7	14

*1 Number of employees of consolidated companies (long-term employees, employees on contracts for more than six months)

*2 Local employee. Excludes employees seconded from headquarters and other organizations

*3 Local employee who are managers or higher. Includes employees seconded from headquarters and other organizations

		Unit	FY2022	FY2023	FY2024	
Ratio of management by region and gender (%)*3	Japan	Men	%	90.1	90.0	89.5
		Women	%	9.9	10.0	10.5
	East Asia	Men	%	63.9	61.4	62.1
		Women	%	36.1	38.6	37.9
	South Asia	Men	%	64.5	63.2	63.4
		Women	%	35.5	36.8	36.6
	Europe	Men	%	68.0	64.5	67.2
		Women	%	32.0	35.5	32.8
	Americas	Men	%	67.8	68.3	65.1
		Women	%	32.2	31.7	34.9
	By gender	Men		22,372	22,286	22,105
		Women		13,130	12,957	13,125
New hires	Total		6,579	4,730	4,674	
	Men		4,116	2,938	2,885	
	Women		2,463	1,792	1,789	
Ratio of voluntary resignations	%		14.1	11.7	8.2	

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■ Diversity and Inclusion (D&I)

	Unit	FY2022	FY2023	FY2024
Number of non-Japanese seafarers		10,622	11,190	12,279
Ratio of women employees	%	37.9	37.7	37.3
Ratio of women managers*1	%	25.2	26.2	26.3
Localization ratio of MD*2 at overseas subsidiaries	%	36.8	36.4	40.0
Cumulative number of cross-border assignments*3		—	16	39

*1 Managers or higher

*2 MD : Management Director or President

*3 Cross-border assignment: Deployment or placement of personnel across borders. Some Group companies are excluded from the scope of aggregation.

■ Employee Training / Engagement

	Unit	FY2022	FY2023	FY2024
Engagement survey*1 score	%	79	—	—
Cumulative number of NTMA*2 graduates		1,360	1,456	1,551
Cumulative number of qualified personnel under the Vessel Operations Meister Program		544	608	674

*1 The engagement survey is conducted once every three years.

*2 NTMA (NYK-TDG MARITIME ACADEMY) : A maritime academy in the Philippines, jointly operated by NYK and the Transnational Diversified Group, a Filipino conglomerate.

■ 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		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 Calculation method : (Number of work-related death) / (Number of the Group employees)

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Employee Demographics

		Unit	FY2022	FY2023	FY2024
Number of employees			1,852	1,863	1,893
By gender	Men		1,523	1,525	1,535
	Women		329	338	358
Long-term employees	Office workers (excludes navigation officers and engineers at office locations)	Men	791	797	807
		Women	242	249	264
	Navigation officers and engineers	Men	586	588	591
		Women	21	22	26
Fixed-term employees	Office workers	Men	139	132	128
		Women	60	60	60
	Seafarers	Men	4	4	5
		Women	0	0	0
Non-fixed-term employees*1	Office workers	Men	3	4	4
		Women	6	7	8
	Seafarers	Men	0	0	0
		Women	0	0	0
Long-term employees, fixed-term employees, and non-fixed-term employees	Office workers (excludes navigation officers and engineers at office locations)		1,241	1,249	1,271
	Navigation officers and engineers		611	614	622
Average age*2 (years old)	Office workers (excludes navigation officers and engineers at office locations)		41	41	40
	Navigation officers and engineers		39	39	40

*1 Employees who converted to employment contracts with no fixed period

*2 Excludes fixed-term employees and employees who converted to employment contracts with no fixed period

*3 New graduates and mid-career hires

*4 From fiscal 2022, the indication standard was changed. In conjunction with this, the figures for fiscal 2021 have been revised.

*5 Calculation method: Number of new graduates and mid-career employees hired in the previous three fiscal years who resigned in each fiscal year / Number of new graduates and mid-career employees hired in the previous three fiscal years

*6 Calculation method: Number of employees who resigned at their own request in each fiscal year / Total number of long-term employees at the end of each fiscal year

*7 Calculation method: Number of employees who resigned in each fiscal year / Total number of long-term employees at the end of each fiscal year

		Unit	FY2022	FY2023	FY2024
Age range*2	Office workers (excludes navigation officers and engineers at office locations)	Under 30	189	190	201
		30–49	546	587	613
		50 and older	298	269	257
	Navigation officers and engineers	Under 30	143	147	154
		30–49	335	330	330
		50 and older	129	133	133
New hires*3	Total	87	89	90	
New-graduate hires	Total	56	62	67	
	Office workers (excludes navigation officers and engineers at office locations)	Men	22	20	24
		Women	7	16	19
	Navigation officers and engineers	Men	24	24	20
Women		3	2	4	
Mid-career hires	Total	31	27	23	
	Men	25	21	17	
	Women	6	6	6	
Ratio of mid-career hires*4	%	35.6	30.3	25.6	
Rate of turnover within three years after hire*5	Office workers (excludes navigation officers and engineers at office locations)	%	0.0	0.6	1.1
	Navigation officers and engineers	%	6.7	6.3	2.6
Ratio of voluntary resignations*6	%	2.1	1.4	1.3	
Turnover rate at NYK*7	%	4.5	3.3	3.6	

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■ Diversity and Inclusion (D&I)

		Unit	FY2022	FY2023	FY2024
Ratio of women employees	Office workers (excludes navigation officers and engineers at office locations)	%	23.4	23.8	24.6
	Navigation officers and engineers	%	3.5	3.6	4.2
Ratio of female recruits, nonconsolidated	Office workers (excludes navigation officers and engineers at office locations)	%	21.7	34.9	38.5
	Navigation officers and engineers	%	11.1	7.7	16.0
Ratio of women managers*1	Office workers (excludes navigation officers and engineers at office locations)	%	13.7	13.6	13.9
	Navigation officers and engineers	%	0.4	0.4	0.4
Percentage of female executives	Directors*2	%	25.0	25.0	25.0
	Executive officers or above	%	13.5	13.5	12.8
Gender wage gap ratio (Women's wage level)*3	Total	%	81.8	77.3	74.6
	Non-fixed-term employees	%	88.0	83.4	81.8
	Fixed-term employees	%	45.3	48.7	55.2
Employment ratio of people with disabilities		%	2.0	2.1	1.9
Employees union membership rate*4	Office workers (includes navigation officers and engineers)	%	84.4	87.8	90.7
	Seafarers (excludes captains)	%	100.0	100.0	100.0
Cumulative number of transfer trough job postings			0	3	10

*1 Calculation method: Women managers / Total managers

*2 Fiscal 2022 data includes Audit & Supervisory Committee members.

*3 Includes base salary, bonuses, and overtime; excludes retirement and commuting allowances

Calculation method: (Average annual wage of female workers) / (Average annual wage of male workers) x 100

*4 Japanese employees (navigation officers and engineers) are members of the All Japan Seamen's Union. The union is the only industrial labor union in Japan formed by people working in the Japanese maritime-related industry.

Note: Because the collection of racial or ethnic data is legally prohibited or restricted in some countries, we do not collect or disclose information on the percentage of all workers involved in our business activities by race or ethnicity.

■ Employee Support Systems

		Unit	FY2022	FY2023	FY2024
Average number of days of paid leave taken*1			19	19	18
Average ratio of paid leave taken		%	67.1	67.0	61.4
Number of employees who took maternity leave*2			15	8	16
Average ratio of employees who took maternity leave		%	100.0	100.0	100.0
Number of employees who used parental leave program*3	Total		64	57	76
	Men		52	50	60
	Women		12	7	16
Ratio of employees who used parental leave program	Total	%	76.2	76.0	93.8
	Men	%	72.2	73.5	92.3
	Women	%	100.0	100.0	100.0
Ratio of employees who returned to work after taking parental leave		%	100.0	100.0	100.0
Retention rate of employees who used parental leave program		%	100.0	100.0	100.0
Number of employees who used shortened working-hour program*2	Total		4	6	8
	Men		0	0	1
	Women		4	6	7
Average duration of parental leave taken by men			42	71	107
Number of working mothers*4			75	71	73
Number of employees who used family-care leave program*2	Total		0	0	3
	Men		0	0	1
	Women		0	0	2
Ratio of employees who returned to work after taking family-care leave		%	Not applicable	Not applicable	100.0
Retention rate of employees who used family-care leave program		%	Not applicable	Not applicable	100.0

*1 Excludes seafarers and employees currently seconded to other companies / Includes paid summer and winter holidays

*2 Total number of users, excluding those who left the company

*3 Total number of employees who started using the program, excluding those who left the company

*4 Mothers with children in compulsory education or younger / Excludes mothers on maternity or parental leave

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■ Employee Training

		Unit	FY2022	FY2023	FY2024
Average number of hours employees participated in training programs	Company average	hours	60.2	77.6	99.1
	Office workers (includes navigation officers and engineers at office locations)*1	hours	18.1	26.5	54.8
	Seafarers	hours	226.7	290.7	279.5
Average expenditure on educational and training programs per employee (yen)	Company average	yen	235,398	342,888	363,258
	Office workers (includes navigation officers and engineers at office locations)*2	yen	122,497	164,255	187,282
	Seafarers	yen	682,969	1,088,656	1,079,279
Cumulative number of qualified personnel under the Vessel Operations Meister Program			400	450	506

*1 Excludes workers trained outside the Company

*2 Programs for office workers trained inside or outside the Company

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

		Unit	FY2022	FY2023	FY2024
Number of occupational accidents*1			2	2	5
	Office workers (including navigation officers and engineers at office locations)*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 (including navigation officers and engineers at office locations)		0	0	0
	Seafarers		0	0	1
Number of lost days caused by occupational accidents			9	7	0
	Office workers (including navigation officers and engineers at office locations)		0	7	0
	Seafarers		9	0	0
Medical checkup participation rate		%	99.1	99.6	99.9
Percentage of employees who smoke		%	11.2	11.8	12.1
Presenteeism*4		%	17.2	18.0	17.0
Monthly changes in non-statutory working hours		hours	19.1	18.3	17.3

*1 Excludes commuting accidents / Major occupational accidents while working on board include falls, pinches, frostbite (burns), etc.

*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 consignment, etc.

Calculation method: (Number of work-related accidents requiring leave) / (Total working hours) × 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.

*4 Presenteeism: The loss of productivity that occurs when employees are present at work but are not fully functioning due to illness, injury, or other health conditions.

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Policy

As a group conducting business globally, the NYK Group recognizes that its corporate activities could have a direct or indirect adverse impact on human rights.

The Group fulfills its responsibility to respect human rights by not infringing on the human rights of people affected by its corporate activities, and by taking appropriate measures to correct any adverse impacts on human rights that may have been caused or contributed to in its corporate activities.

The NYK Group Human Rights Policy based on the United Nations Guiding Principles (UNGPs) on Business and Human Rights applies to all executives and employees, and the Group requires its suppliers, contractors, agents, and other parties involved in its business and supply chain to comply with the policy.

In addition to "NYK Code of Conduct", the Group also includes respect for human rights and diverse cultures in the NYK Group Supplier Code of Conduct, with the aim of realizing respect for human rights throughout its entire value chain.



For more information, click on the link below.

- ▶ **NYK Group Human Rights Policy**
<https://www.nyk.com/english/sustainability/pdf/concept/policy002en.pdf>
- ▶ **NYK Code of Conduct**
<https://www.nyk.com/english/profile/mission/>
- ▶ **NYK Group Supplier Code of Conduct**
<https://www.nyk.com/english/sustainability/pdf/concept/policy011en.pdf>

Organization

The Group promotes efforts to respect human rights through discussions in the Sustainability Strategy Committee and the UN Global Compact Promotion Committee in collaboration with other relevant departments within this framework under top management leadership and commitment. Moreover, the Group regularly receives expert advice from a third party, Caux Round Table Japan (CRT Japan),* to ensure objectivity and legitimacy at each phase of the implementation process. The Group also holds periodic discussions with experts and stakeholders to strengthen its engagement.

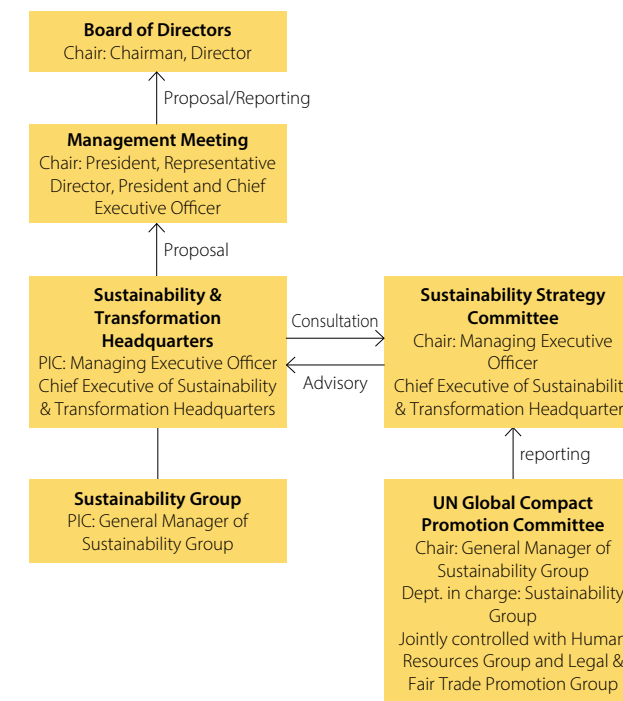
The Group conducts human rights due diligence in the value chain in which the Group is involved to enable correction if it is found that its business activities have caused or contributed to adverse human rights impacts.

Additionally, within the Group's value chain, the Group has established a contact point to receive inquiries and/or report from internal and external stakeholders, including employees of its business partners and local communities, regarding issues that are currently impacting or may potentially impact human rights and/or the environment. The Group operates grievance mechanisms that allow those affected by its business activities to file complaints and obtain remedies.

NYK has established a Stakeholder Engagement Team within the Sustainability Group as the team responsible for implementing human rights due diligence, and is promoting cross-group initiatives.

* Caux Round Table Japan (CRT Japan): A global network of business leaders working to realize a fair, free and transparent society. CRT Japan supports efforts in responsible business practices and human rights.

■ Framework for Promoting Human Rights Initiatives (As of April 1, 2025)



Sustainability Strategy Committee

NYK has established the Sustainability Strategy Committee to discuss Groupwide policies on Sustainability Management, including the promotion of human rights. The committee is chaired by the chief executive of Sustainability & Transformation Headquarters and includes executive officers representing each headquarters and an external advisor. The committee met a total of eight times in fiscal 2024.

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UN Global Compact Promotion Committee

The purpose of the subcommittee is to promote the United Nations Global Compact (UNGC)* and to establish systems based on it in the Company and its Group companies. NYK holds subcommittee meetings quarterly. Through human resource surveys conducted in Japan and overseas, as well as processes for human rights due diligence, the committee investigates and identifies business execution and matters that may violate the UNGC, confirms facts, and then discusses and determines any corrective measures.

*Comprising representatives from Sustainability Group, Human Resources Group, and Legal & Fair Trade Promotion Group, the committee advances initiatives focused on UNGC principles 1-6, which deal with human rights and labor standards, and principle 10, which addresses anti-corruption. The Decarbonization Group is heading initiatives related to the environmental principles of the UNGC.

Strategies and Risk Management

Risk Assessment

The Group recognizes that, should an issue concerning human rights violations arise in its corporate activities, such activities may be adversely affected due to a decline in social credibility and brand image. Therefore, the Group positions the risk of human rights violations as one of its material issues and conducts human rights due diligence using a risk-based approach. In line with its commitment in the human rights policy, the Group identifies and addresses salient human rights issues through engagement with stakeholders.

Human Rights Due Diligence

The Group conducts human rights due diligence in accordance with the procedures detailed in the UNGPs. Specifically, the Group identifies and assesses actual or potential adverse impacts on human rights arising from its business activities, including through dialogue with affected stakeholders. To prevent or mitigate

such adverse impacts, the Group accurately grasps the situation and takes corrective actions through appropriate measures. Subsequently, the Group monitors and evaluates the effectiveness of these actions, discloses the progress and results externally, and obtains expert reviews as part of this process.

Implementation Process

- When identifying and assessing adverse impact on human rights, The NYK Group first deepens its understanding by conducting desktop research by external experts as well as using materials issued by international organizations and various initiatives.
- The Group uses internal resources (such as holding workshops for internal managers) to consider potential risks of whose and what type of human rights may be violated through what kind of corporate activities.
- Among specific businesses that involve potential risk of human rights violations of the rights holders*, the Group conducts interviews and surveys through a third party with no vested interest in the rights holders in countries in which the Groups expects to have a significant influence, to confirm whether there are any actual or possible human rights violations. When conducting interviews or surveys, the Group explains its human rights policy to the Group companies or suppliers that directly manage the relevant rights holders and obtain their cooperation in implementing the policy.
- Based on the existence or possibility of human rights violations confirmed thorough engagement with rights holders, and taking into account the legal system and social situation of the relevant country as necessary, the Group evaluates the severity of the adverse impact on human rights (the scale, scope, and difficulty of remediation) and identify "salient human rights issues" within the Group. Furthermore, when verifying whether or not there is a human rights violation or the possibility of such a violation, the Group may refer to the details of cases handled by the grievance mechanisms established by NYK, the Group companies or suppliers.
- NYK requires the Group companies or suppliers that directly manage the rights holders to address the identified "salient human rights issues," that is, to "prevent or mitigate any adverse impact on human rights," and consider the possibility of using the influence to achieve this. (This may include amending relevant policies and contractual clauses)
- After a certain period of time has passed since the implementation of the countermeasures by the Group companies or suppliers, the Group will again conduct a third party interview or survey of the relevant rights holder to check whether the improvement measures have led to actual improvements.
- The Group will continue to strive to improve the effectiveness of human rights due diligence by clarifying how each of the multiple stakeholders is involved in the process and continuing this cycle of "identification and assessment," "prevention and mitigation," "tracking and evaluation," and "information disclosure."

* Rights holders: Refers to holders of rights (human rights); those groups and stakeholders who may be affected by corporate activities

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Identifying Human Rights Themes

Assessment by External Experts				
Objective	Assess the risks of human rights violations on the basis of objective data and in the light of operational countries/regions			
Target Operations	Country/region	Human rights risk index		
	Oceangoing shipping	(Ship Registry) America 2 countries South Asia/Oceania 1 country Europe/Africa 1 country	<ul style="list-style-type: none"> Child labor Decent wages Decent working time Discrimination in the workplace 	<ul style="list-style-type: none"> Occupational health and safety Land, property and housing rights (impact on the community) Right to privacy
	Automotive logistics	Europe/Africa 24 countries South Asia/Oceania 15 countries America 6 countries East Asia 5 countries	<ul style="list-style-type: none"> Freedom of association and collective bargaining Migrant workers Modern slavery 	<ul style="list-style-type: none"> Access to remedy Indigenous peoples' rights Security forces and human rights
	Ship recycling	South Asia/Oceania 1 country		

HR Due Diligence Workshop	
Objective	Assess the risks of human rights violations under actual business conditions on a practical level. Identify, clarify, and summarize potential risk factors for human rights violations at each stage of the value chain.
Date	Thursday, June 30, 2022
Participating headquarters	<ul style="list-style-type: none"> Technical Headquarters (Marine Group, Technical Group, Technical HQ Management Group, Environment Group) Automotive Transportation Headquarters (Auto Logistics Group) Liner & Logistics Control Headquarters (Harbor Group) Management Planning Headquarters (Corporate Planning Group) General Affairs Headquarters (Human Resources Group, Legal & Fair Trade Promotion Group) ESG Management Group <p>Total 26 participants</p>
Reference	<ul style="list-style-type: none"> Assessment results by External Experts Fiscal 2021's Stakeholder Engagement Program - Human Rights Issues in Logistics and Transportation Sector IHRB 'The Ship Lifecycle: Embedding Human Rights from Shipyard to Scrapyard'

Identify and Respond to HR Issues					
Operations*	Shipbuilding	Port logistics	Automotive logistics	Oceangoing shipping	Ship recycling
Rights holders	Workers	Dock workers	Workers and Drivers	Seafarers	Workers
Concerned HR issues	<ul style="list-style-type: none"> Decent wages Discrimination in the workplace Freedom of association and collective bargaining Migrant workers Modern slavery Occupational health and safety 	<ul style="list-style-type: none"> Decent working time Discrimination in the workplace Migrant workers Occupational health and safety 	<ul style="list-style-type: none"> Decent wages Decent working time Modern slavery Occupational health and safety 	<ul style="list-style-type: none"> Decent wages Decent working time Discrimination in the workplace Migrant workers Modern slavery Occupational health and safety Land, property and housing rights Right to privacy Access to remedy 	<ul style="list-style-type: none"> Decent wages Decent working time Discrimination in the workplace Freedom of association and collective bargaining Occupational health and safety Land, property and housing rights Access to remedy

Country/implementation period/method	Scheduled for FY2025	Scheduled for FY2025	India, Thailand/ FY2022-2024/ Interviews	Philippines/FY2023-2024/Questionnaires and interviews	Bangladesh, India/ FY2023-2024/ Interviews
Salient HR issues			<ul style="list-style-type: none"> Decent wages Modern slavery Access to remedy 	<ul style="list-style-type: none"> Discrimination in the workplace Occupational health and safety Access to remedy 	<ul style="list-style-type: none"> Modern slavery Occupational health and safety Access to remedy

*The businesses are shown from left to right along the Group businesses' value chain.

See "Initiatives" on the next page for details of the salient human rights themes identified and assessed by the Group as above, as well as the measures currently being considered or implemented.

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Participation in International Conference on Business and Human Rights
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Engagement with Institutional Investors


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Oceangoing Shipping (Seafarers)

The NYK Group is committed to protecting seafarers' rights by ensuring compliance with the requirements of Maritime Labour Convention 2006 (MLC, 2006), which sets out the basic rights of seafarers and occupational health and safety on board. The Group uses its safety management system (SMS), which incorporates the requirements, and its NAV9000 original safety standard assessment system to confirm the MLC compliance status of ship management companies and the ships they manage.

The Group recognizes that seafarers' human rights concerns begin with recruitment and continue while they serve on board and even after they disembark, and that there are issues to be addressed at each phase. The Group is committed to conducting ethical recruitment practices prior to boarding; preventing violations of rights to occupational health and safety; ensuring the right to privacy, freedom of association, and collective bargaining; assuring decent working time; providing access to remedy; and preventing discrimination in the workplace while on board. The Group's initiatives after disembarkation include maintaining seafarer retention through employee engagement and improving the accessibility of financial services for seafarers.


 For more information, click on the link below.
 ▶ **NYK Group Respect for the Human Rights of Seafarers**
<https://www.nyk.com/english/sustainability/pdf/social007en.pdf>

Automotive Logistics Business

In the automotive logistics business, workers are involved in a wide range of duties. Many workers are employed through supplier partners and may provide services at the customers' locations. The Group encourages appropriate employment management among its supplier partners and has put in place a system that allows workers employed through supplier partners to speak up directly to the Group, and is working to improve the effectiveness of the system. Moreover, while seeking to improve the situation with the understanding and cooperation of our customers as necessary, the Group will continue to promote initiatives that contribute to its customers' business and human rights activities.

■ Salient Human Rights Issues and Initiatives in the Automotive Logistics Business

Rights holders (Corresponding company name)	Salient HR Issues	Measures currently being considered or implemented
Workers and Drivers (NYK India)	Decent wages	The NYK Group explained the payroll policy with the salary increase to all workers employed through supplier partners.
	Modern slavery	The Group requested supplier partners to provide employment contracts and pay slips, as required by Indian laws and regulations, to all workers employed through them in both English and a language that the workers understand.
	Access to remedy	To increase the effectiveness and transparency of Samvaad (NYK India's own grievance mechanism provided to workers; means "dialogue" in Hindi), the flow of the mechanism has been clarified and made known to workers.

 For more information, click on the link below.
 ▶ **NYK Group (Respect for Human Rights in Automotive Logistics)**
<https://www.nyk.com/english/sustainability/pdf/social008en.pdf>

Ship Recycling (Workers)

Ship recycling involves dangerous work, including cutting the ship's hull in high places, handling harmful chemicals such as mercury, lead, and asbestos left on abandoned ships, as well as residual heavy oil, and transporting cut scrap. To prevent the risk of death, injury, or damage to the health of ship recycling workers of (indirect) business partners that recycle ships owned by NYK and the Group companies, as well as the spillage of hazardous materials into the ocean and the resulting damage to the health of nearby residents, NYK has established a ship-recycling policy and is working to promote responsible ship recycling in accordance with the International Maritime Organization (IMO) Hong Kong Convention for the Safe and Environmentally Sound Recycling of Ships, the European Union (EU) Ship Recycling Regulation, and relevant provisions of the International Labor Organization (ILO).

For more information, please see below.

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Salient Human Rights Issues and Initiatives in Ship Recycling Business

Rights holders (Corresponding company name)	Salient HR Issues	Measures currently being considered or implemented
Workers (PHP)	Modern slavery	To ensure that recycling workers are fully aware of the risks associated with their work and the rights they have before starting work, PHP has decided to enhance the content of the existing statutory appointment letter, and conclude with all workers employment contracts that include the details of risks and rights.
	Occupational health and safety, Employability, and Access to remedy	PHP opened an education center "Sromik Shikkha Kendro" for workers and entrusted its operation and management to a local NGO, which began providing literacy education to the workers.
	Occupational Health and Safety	PHP has begun providing workers with more comfortable uniforms and safety protective equipment. The company has also installed a water cooler in the yard facilities, and a rest area (benches and parasols) and rest rooms with bedding in the workshop.
	Other	Measures were taken to combat the heat in the dormitory buildings, such as painting the roofs with heat-resistant paint, making the buildings more comfortable. PHP is in the process of installing a turbine fan on the to ventilate the interior. Furthermore, approximately 40 trees were planted in front of the employee accommodation to reduce direct sunlight. The company has started construction of new dormitories with bathrooms and air conditioning for mid-level workers such as supervisors or site supervisors. PHP is also discussing the possibility of providing housing for workers with families.



For more information, click on the link below.

▶ **NYK Group (Respect for Human Rights in Ship Recycling)**
<https://www.nyk.com/english/sustainability/pdf/social009en.pdf>

Whistleblower Desk and Grievance Mechanism

NYK provides five consultation services including Yusen Chat Room, Harassment Policy and Consultation Service, Internal Reporting Consultation Service, Childcare Leave, Nursing Care Leave and Work-Life Balance Consultation Service, and LGBT Consultation Service, which can be accessed by all employees of the Group to promptly deal with possible infringements of human rights. Moreover, at overseas Group companies, regional management offices in each region have established multilingual whistleblower desks operated by outside vendors, which are available to employees, etc. of overseas Group companies. Employees can also directly consult with the department in charge of receiving consultations and directly consult with an external lawyer anonymously. Through these services, NYK receives various reports and queries from employees not only concerning whistleblowing reports but also all kinds of issues related to human rights, discrimination, and harassment, which employees face in the workplace, either in the name of the employees or anonymously, according to their wishes. NYK attempts to early identify, resolve, and remedy the problems. In addition to the LGBT Consultation Service established in fiscal 2019, the company also set up a LGBT Consultation Service via an external organization from fiscal 2024, where LGBT persons and related parties can seek consultation about their concerns and problems in the workplace, while ensuring greater psychological safety.

Details of consultations and grievances are communicated to relevant departments, impartial investigations are undertaken, and remedial measures based on internal procedures are taken.

NYK is working to familiarize employees with these grievance mechanisms through its internal portal site and through training. During Human Rights Week, information on these services is posted on the company bulletin board.

In addition, when providing consultation, NYK strictly maintains

the confidentiality of the person seeking consultation as well as relevant parties, and also guarantees that no person will be treated disadvantageously as a result of making a report or seeking consultation, except in cases where such action has been for unfair reasons or through inappropriate methods. Furthermore, in February 2025, the Group established a contact point to receive consultations and reports from external stakeholders, including employees of business partners and members of local communities, regarding cases that may have, or are suspected of having, an adverse impact on human rights or the environment within the Group's value chain. To provide remedies for actual or potential victims, the Group operates a grievance mechanism.

* The UNGPs present "access to remedy" as the third pillar alongside "the duty of states to protect human rights" and "the responsibility of businesses to respect human rights." The guidelines encourage companies to establish grievance mechanisms to address human rights violations, providing a complaint-handling system for various stakeholders.

Human Rights Enlightenment and Education

● Enlightenment and Education for Executives and Employees

The NYK Group conducts human rights training for all executives and employees, including those of Group companies, through various programs such as e-learning, new employee training, and group trainings for expatriates, newly appointed managers, and newly appointed overseas senior management to instill in them an awareness of respect for human rights. The Group also aims to brief them on human rights risks in the Group's business and supply chain and the principles and rules regarding human rights.

Every year, the NYK Group conducts human rights training through e-learning in three languages: Japanese, English and Chinese. The Group is working to deepen employees' understanding of the impact the Group's business can have on human rights, and the Group is making them aware of its commitment to respecting human rights. In fiscal 2024, a total of 9,064 NYK Group

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employees participated in its e-learning program. This represents a participation rate of 96%.

In addition, during training sessions for new employees held every April and October, NYK briefs participants on the importance of respecting human rights and being aware of human rights risks in their daily work.

At group training sessions for expatriates, newly appointed managers, and newly appointed overseas senior management, NYK uses actual examples of its human rights initiatives to inform employees about the latest trends in business and human rights, as well as domestic and international human rights issues.

Furthermore, to raise awareness of human rights within NYK, the company highlights human rights issues on the company bulletin board every December during Human Rights Week. In fiscal 2024, NYK conducted awareness-raising activities mainly focused on the themes of “harassment,” “human rights violations caused by war,” and “LGBT/SOGL.”

• Expectations for Initiatives Toward Business Partners

To promote respect for human rights in accordance with the UNGPs throughout its supply chain, the Group shares various policies, such as the NYK Group Supplier Code of Conduct, with suppliers, and requires them to understand the spirit of these policies and to promote initiatives aligned with them.

The Group monitors the status of suppliers' initiatives through methods such as on-site audits and dialogue with stakeholders as part of its human rights due diligence process. If areas needing improvement are identified based on the standards set forth in the Supplier Code of Conduct, the Group requires suppliers to develop and implement improvement plans. When necessary, the Group provides support to suppliers in formulating and executing these plans.

If an improvement plan is not implemented for identified issues,

or if no improvement is observed despite ongoing support, the Group will consider taking appropriate measures, including a review of its business relationship.

Stakeholder Engagement on Human Rights

Participation in Stakeholder Engagement Program

From 2012 onwards, NYK has been participating in the Stakeholder Engagement Program (Human Rights Due Diligence Workshops) organized by CRT Japan.

In this program, NGO/NPO representatives and human rights experts raise a wide range of issues centered on human rights issues that are attracting attention both in Japan and overseas. Based on the issues raised, the participating companies discuss prominent human rights issues and the importance of business activities for raising awareness of human rights and also identify and organize key human rights issues for each industry.

In fiscal 2024, NYK participated a total of eight times between June and August. In this program, participants engaged in discussions on the latest issues for human rights due diligence set out in the UNGPs. NYK reviewed with participants from transport and logistics companies the “Human Rights Issues by Sector” formulated with the UNEP FI (United Nations Environment Program / Finance Initiative) Human Rights Guidance Tool. NYK was subsequently able to identify and deepen its understanding of human rights issues in the transportation industry.

[Link](https://crt-japan.jp/portfolio/she-program/) For more information, click on the link below.
▶ CRT Stakeholder Engagement Program
<https://crt-japan.jp/portfolio/she-program/>

Participation in 2024 International Conference on Business and Human Rights

An NYK representative also made a presentation at the 2024 Business and Human Rights Conference held in Tokyo by CRT Japan on October 25, 2024. Its executive officer introduced the NYK Group's human rights project launched in April 2022. Emphasizing that the entire NYK Group has established the foundation for a management system based on the UNGPs by incorporating external perspectives, the representative explained NYK's initiatives regarding business and human rights, particularly how the company confirms suppliers' improvement status and work together to address issues identified through the human rights due diligence process, supported by ongoing monitoring and evaluation. Furthermore, international human rights experts, representatives of human rights NGOs and NPOs, and other participating companies shared information on the latest global trends and views on business and human rights and examples of human rights due diligence initiatives of other companies, and NYK was able to deepen its understanding of global trends and business and human rights issues requiring urgent attention.

Through dialogue with stakeholders, NYK is committed to accurately understanding human rights issues that must be addressed.

[Link](https://crt-japan.jp/human-rights/conference/) For more information, click on the link below.
▶ CRT Japan Global Conference
<https://crt-japan.jp/human-rights/conference/>

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Dialogue with External Expert

NYK engages in dialogue with external experts in order to evaluate the Group's human rights initiatives and obtain suggestions for future efforts. Executive officers, the General Manager of the Sustainability Group, and others participate in these discussions, and the feedback received is used to further advance the Group's initiatives.

On October 24, 2024, NYK invited human rights experts from three overseas organizations to report on its initiatives regarding business and human rights, and to receive their feedback. The main points of the feedback the company received are as follows.

Experts

- Guna Subramaniam
Southeast Asia Regional Advisor, Migrant Workers Programme
Institute for Human Rights and Business (IHRB)
- Talya Swissa
Engagement Manager
World Benchmarking Alliance
- Bonny Ling
Executive Director
Work Better Innovations
- Lailani Tolentino-Rahon
Country Manager
The Mission to Seafarers Philippines
- Rishi Sher Singh
Specialist in Business & Human Rights
Advisors to the CRT Japan

Expert Comments

- It is necessary to provide an effective remedy system for both the company's own employees and those in the supply chain. It is advisable to overcome language and accessibility barriers, start with a small-scale pilot, and then expand globally. In addition, advance training for management is also important.
- Communication is highly effective in raising awareness of human rights within the company. Since departments responsible for human rights are often treated independently from other divisions, it is essential to foster connections with other departments and all employees.
- When disclosing information, it is important to share the processes, not just the outcomes, to demonstrate that appropriate systems are in place within the company. Explaining how risks are identified, how stakeholder opinions are considered, and the timing of actions taken provides valuable information. Disclosing information in a way that stakeholders can understand, such as through one or two case studies, is beneficial.

Engagement with Institutional Investors

In December 2024, NYK held a dialogue in London, facilitated by the CRT Japan, with three institutional investors promoting ESG investment and based in the UK, France, and Switzerland. NYK's executive officer participated in the meeting and provided the institutional investors with an overview of its sustainability initiatives, and then responded to questions regarding the areas and topics each investor evaluates. Through this engagement, NYK was able to gain a deeper understanding of the expectations institutional investors have for the company's stance and initiatives.

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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 For more information, click the link below.
 ▶ **Health Management Declaration**
<https://www.nyk.com/english/sustainability/pdf/social012en.pdf>

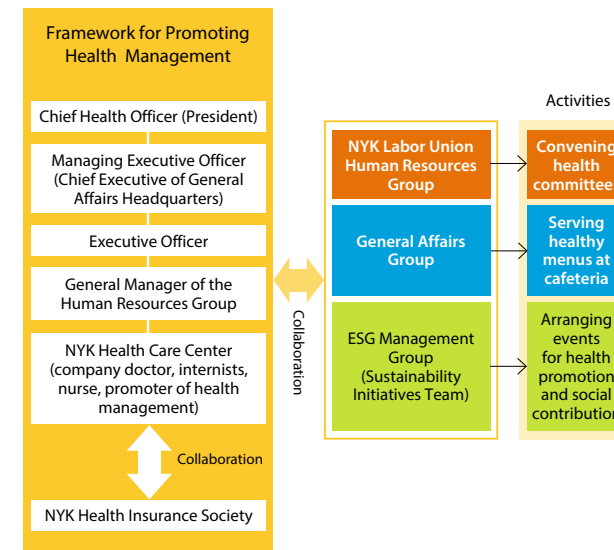
Organization

• 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.

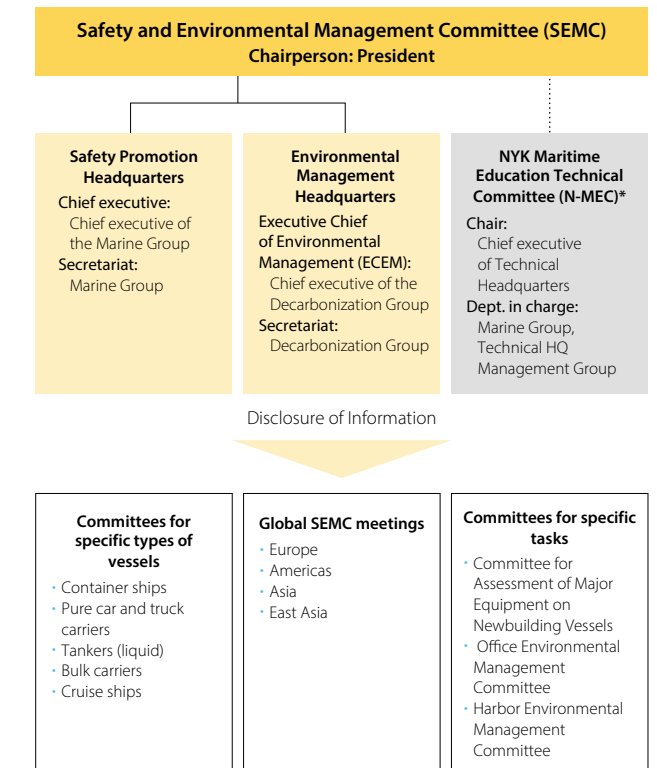
■ Framework for Promoting Health Management



• 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 treatment

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*¹, STCW*², MARPOL*³, and MLC, and continues to strive for the improvement of onboard occupational health and safety.

*1 SOLAS (International Convention for the Safety of Life at Sea)

*2 STCW (International Convention on Standards of Training, Certification and Watchkeeping for Seafarers)

*3 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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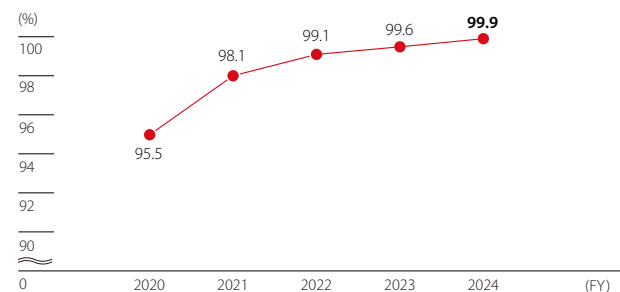
Target and progress

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

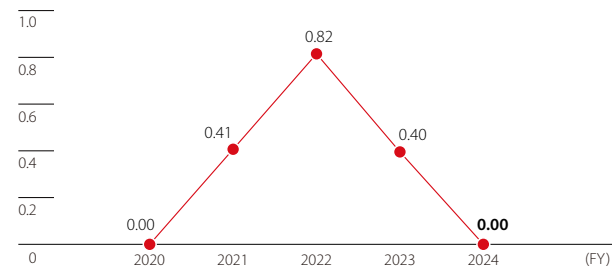
NYK monitors occupational accidents for employees working at the headquarters*¹ to reduce the lost time injury frequency rate (LTIFR) *².

*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

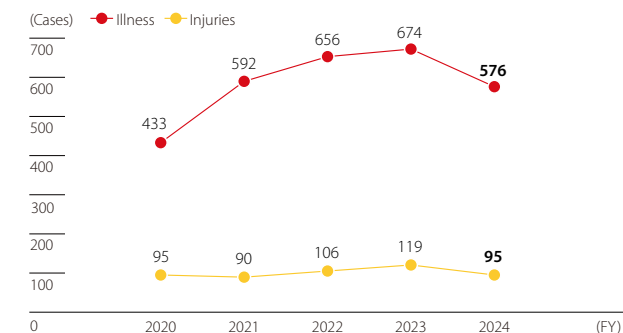
Also, by confirming the safety of the onboard environment via activities such as an onboard safety committee, NAV9000, and Near Miss 3000*, the Group continue to encourage the improvement of seafarer safety awareness to prevent injuries and personal accidents. By gathering and analyzing data of injuries 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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● Company Clinic

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.

● Health Checkups

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.

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 incorporate into daily life.

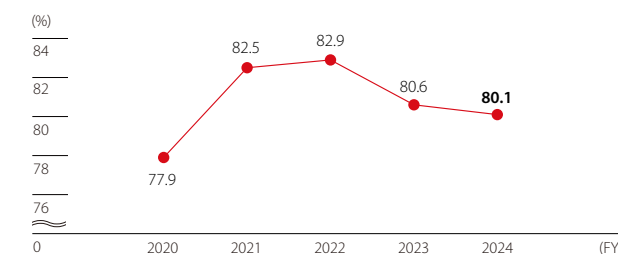
The company cafeteria offers a dietitian-created lunch menu that considers health by providing, for example, low-sodium and low-carbohydrate options. The menu includes information on calories, salt content, and allergens, and food-related pamphlets are made available to enhance employees' awareness and 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+a (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.

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

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.