

Human Resources

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– For Individuals and Organization to Grow Together

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Policy

The NYK Group has pursued new competitive advantages by taking on ambitious initiatives and realizing creative solutions throughout its history of nearly 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 our Group as a common value to realize our Group Mission.

Our 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 our DNA to the present day.

The employees of the NYK Group and the seafarers who work on our 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, we have formulated a new Human Resources strategy (CX Story*) as a supporting strategy. Based on this strategy, we will encourage all Group employees to bring forth their best to take on challenges, and realize the medium-term management plan.

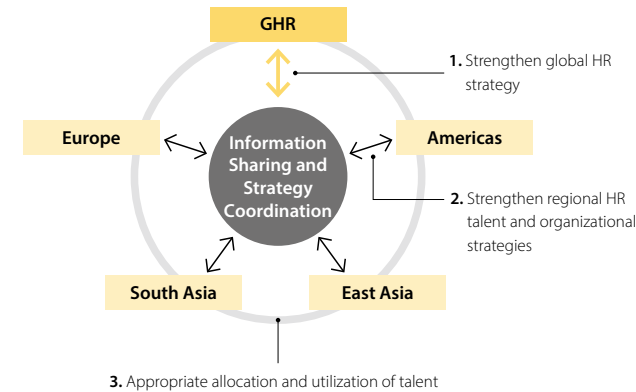
In our long-term vision for CX, we aim to transform from “A Japanese company operating globally” (Where the organization operates globally, but key decisions are made in Japan) to “A global company headquartered in Japan” (Where the headquarter is located in Japan, but the organization involves employees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

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

Organization

We are building and strengthening our Global HR*¹ and Regional HR*² structures and networks in each region as a prerequisite for implementing various measures to realize our ideal organizational image.

Strengthen the Global HR (GHR) Function



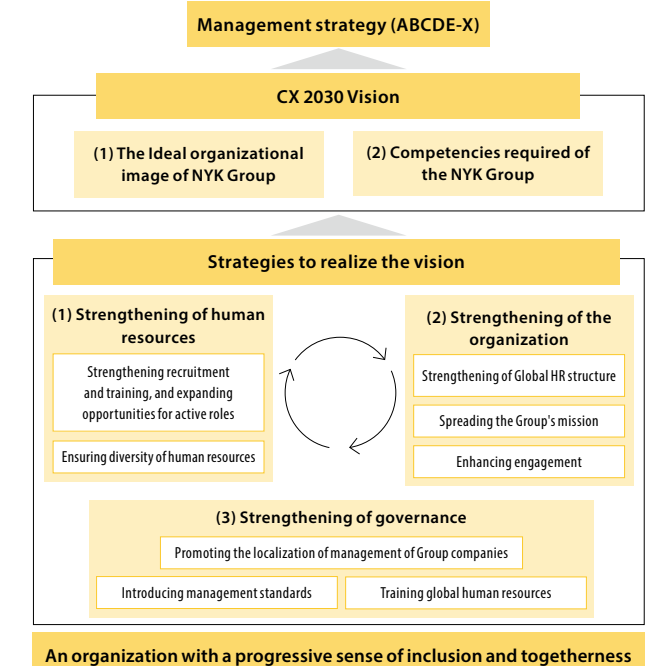
*1 Global HR (Global Human Resources): Human resources organization with a perspective on the entire Group’s global operations
*2 Regional HR (Regional Human Resources Representative): Regional human resources manager at each regional headquarters

Strategies and Risk Management

CX 2030 Vision

In pursuit of our long-term vision, we have defined the “CX 2030 Vision” as the “ideal organizational image of the NYK Group” looking ahead to 2030, the target year of our 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, we 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

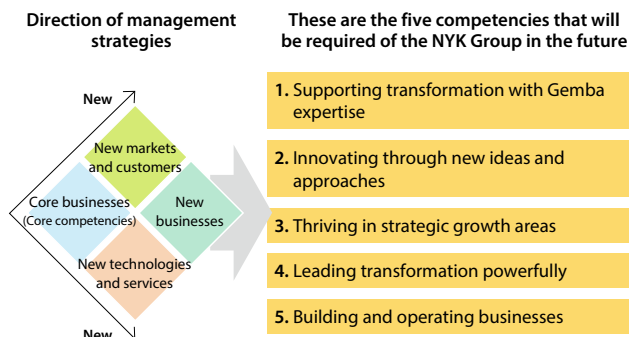
- Strengthen the global HR function
- Advance understanding of the Group's mission
- Improve employee engagement

Enhancement of governance

- Promote localization of group company management
- Implement management standards

• Competencies required of the NYK Group

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



Initiatives

Talent Management

• Policies to ensure diversity of human resources

We will promote the following specific measures to ensure diversity of human resources.

1. We plan to formulate a D&I policy as our code of conduct in promoting diversity and inclusion across the entire Group.
2. We will promote the exchange of human resources within the Group to promote diversity of the organization.
3. We will work on diversifying decision-making by promoting diversity& inclusion across the entire Group and increasing the

ratio of female employees and the ratio of female managers.

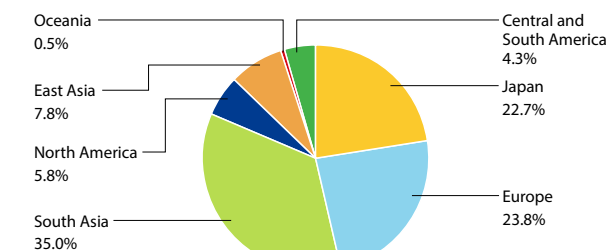
4. We will continue to nurture a culture and improve a system so that individuals' efforts will be leveraged in the organization.

• Promotion of cross-border activities

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

We continuously strive to create a work environment where employees with diverse backgrounds can play an active role in the global field. We have also incorporated content related to the promotion of Diversity & Inclusion in our 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 each company's FY2023 closing date)

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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 our cadet training ships*². After obtaining their seafaring licenses, the new seafarers then begin their careers on board our 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 our efforts to foster quality seafarers regardless of nationality and to facilitate appointment of outstanding seafarers to executive positions on high-risk vessels*, we now have 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

> Global NYK Group Week

Since 2002, we have been holding "Global NYK Group Week," an annual Global training program at our Tokyo headquarters for managers selected from NYK 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 FY2023

Global NYK Group Week 2023 was held from December 4 to 8, with 15 participants selected from NYK Group companies. Attendees participated in leadership training led by an outside instructor and workshop on innovation methods by the NYK Digital Academy. In addition, a group discussion was held with President Soga and top management members on the theme of the Mid-term Management Plan, where participants reaffirmed the importance of always keeping in mind the action guidelines based on the management plan when performing their duties.



● 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 FY2024 as our commitment to promoting Diversity & Inclusion throughout the Group. Nippon Yusen Kabushiki Kaisha (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, we partially revised our 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.

We have 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, we have 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. By creating a guidebook on support for balancing work and family life to deepen the understanding of supervisors, we are working toward a company-wide approach to creating a workplace where everyone can balance life events and careers, including not only those involved but also their supervisors and colleagues. In the action plan based on the "Act on Advancement of Measures to Support Raising Next-Generation Children" (planning period: April 1, 2021 to March 31, 2026), we have 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.
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> 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, we aim 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. Furthermore, after their reinstatement, we provide a forum where employees can consult with a confidant about day-to-day concerns and receive advice on balancing work and childcare through our in-house mentor system. Besides this, we are 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.

We have 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. We believe 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

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

	FY2019	FY2020	FY2021	FY2022	FY2023
Number of male employees who used parental leave program (people)	23	22	37	52	50
Number of female employees who used maternal leave program (people)	12	7	16	12	7
System utilization rate (male employees)	41.1	37.3	60.7	72.2	73.5
System utilization rate (female employees)	100.0	100.0	91.0	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, we recognize that achieving our stated goals will not be easy. However, we will make our policy clear and work on various measures to get as close as possible to the realization of our goals.

As a non-financial indicator KPI, we have set a target to increase the ratio of women managers to 30% by 2030. To achieve this goal, we have 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.

We are 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, we 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. We expect 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 FY2013, and reached 13.6% as of March 31, 2024.

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

	FY2019	FY2020	FY2021	FY2022	FY2023
Ratio of women managers (%)	14.5	14.7	14.0	13.7	13.6

> 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 25 female officers as of April 1, 2024. 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.

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> LGBT/SOGI*

Every year, we invite outside speakers to conduct “Diversity & Inclusion Training” for new employees with awareness of the LGBT community as one of the themes. In FY2023, we 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, we promote understanding of LGBT/SOGI through e-learning. We also provide 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 our organizations.

*SOGI (Sexual Orientation and Gender Identity)



Training being conducted by JobRainbow



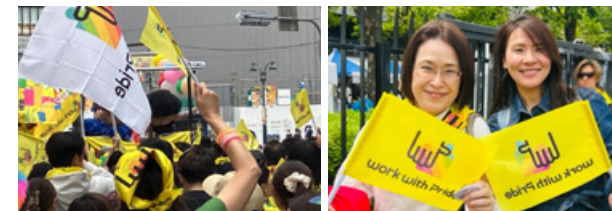
Virtual reality experience

In April 2024, Our executive officer (Deputy Director of ESG Strategy Headquarters) 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.

*Ally: A person who understands and supports LGBT and SOGI issues.



Message from Our Executive Officer



Tokyo Rainbow Pride 2024 Parade

Aiming to further promote Diversity & Inclusion, since FY2023 we have 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, we can create a reassuring environment for customers, business partners, and employees.



● Strengthening recruitment and training

To achieve ambidextrous management, it is necessary to create value beyond the conventional framework. Accordingly, we are 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

We have 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, we 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.

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Learning development

– For all employees

> NYK Business College

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

We offer 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. We also offer more than 60 programs that combine lectures and practical exercises to develop business leaders capable of leading their teams. A total of 2,278 Group employees participated in these training sessions in FY2023.

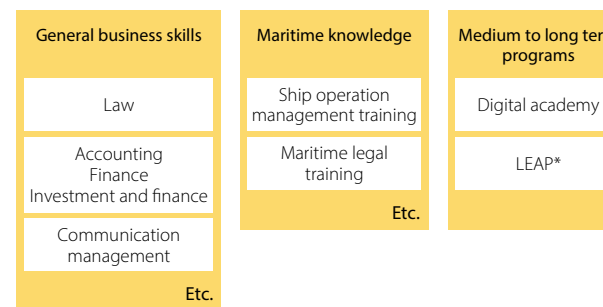
Additionally, we also offer various cross-industry exchange programs for Off-JT.

■ Main Off-JT and Training Programs

NYK essential training



NYK Business College



*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 FY2024.

> 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 75 employees had graduated from the academy by the end of fiscal 2023.

Currently, the program has developed a curriculum lasting approximately nine months per term, and some of the outcomes

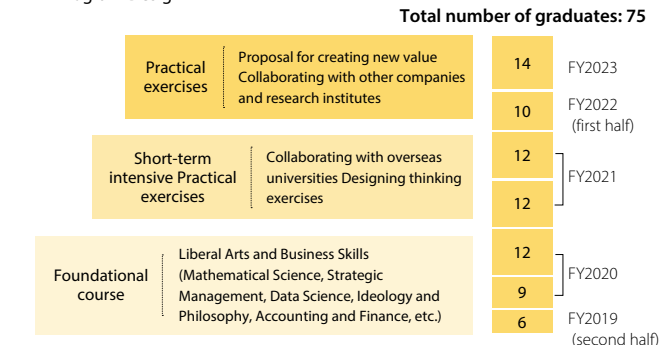
have begun to be commercialized as a result. Upwards of 45% of the Digital Academy’s new business ideas are being developed and examined for commercialization with external partners. Some projects, such as space venture or fisheries resource visualization, have already begun to be executed.

We are also strengthening our external collaboration with universities and companies both in Japan and abroad, and have provided lectures and training to 60 companies, 16 universities, and 2,217 people (as of June 30, 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. Our instructors welcome employees with experience in business development both domestically and internationally, as well as renowned university professors and experts in their fields.

■ Program Design



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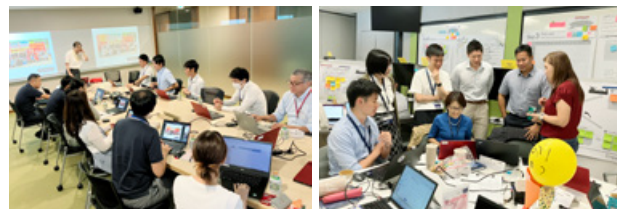
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Lecture scene

Short-term intensive practical exercise in Singapore

■ Total number of participants and target participants

Number of participants	Total 75 people (including 19 from Group companies) (2nd half of 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 FY2023, we implemented programs on ESG management, the environment, and behavioral standards, with approximately 8,000 participants. We aim 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

Our company 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 we are working together as a group to improve operation quality.

– For navigation officers and engineers

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

We consider the Philippines as one of the major countries having the source of seafarers, and we work 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, and most graduates are actively working as officers or engineers on NYK-operated ships. Moreover, many of our graduates are active in important land positions that play a crucial role in ensuring safe operations, with their activities spreading across our 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 our Group and that officially commenced in 2006. In our Group, where crew members are becoming more multinational, we have 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 our 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, we operate 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, we recruit and train the wide range of personnel required by our operations.

Formerly, the Group had been hiring to-be-licensed offshore staff and students who had gone through professional education. However, in fiscal 2006 we 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

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world. We plan to continue this style of seafarer education and hiring in the future.

• Expanding opportunities

> Global Challenge Program and Placement Appeal System

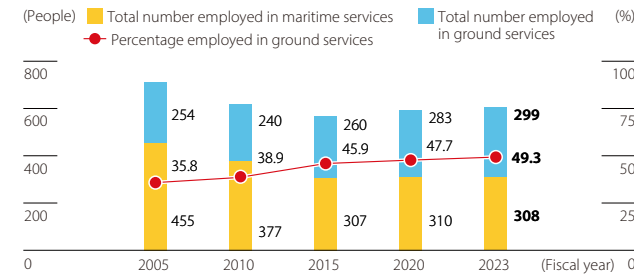
We have started the 'Global Challenge Program,' which places young employees in challenging positions abroad for short periods and supports each individual's independent career advancement. This system is being implemented in parallel with NYK's internal appointment system (a system that allows employees 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.

We started operating the program in FY2023, and as of August 2024, we have implemented a total of four positions. We conducted this program in FY2023 for NYK employees, but starting from FY2024, we have also begun recruiting local staffs for positions at our headquarters in Japan. In the future, we plan to utilize our 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. Our 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.

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



Organization Development

• Spreading the Group's mission

Our Group has been building the foundation to achieve the vision in the mid-term management plan by promoting our mission and values, which have been rooted in the organization's history since our founding, and by improving employee engagement. In particular, we have created a promotional film about our mission, based on our nearly 140-year history, and we try to spread this message both internally and externally. We also organize workshop for Group colleagues to encourage them to connect the mission with their own work.



in our Group the Group's mission

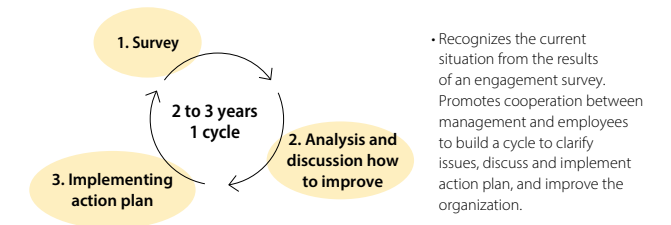
Promoting sharing and understanding of the Group mission

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

Promoting personal ownership

- Creates opportunities for each employee to contemplate our mission

Global engagement survey



• Enhancing engagement

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

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

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The NYK Group (Includes NYK Headquarters)

Employee Demographics*1

As of each company's closing date

		FY2021	FY2022	FY2023	
Total number of employees (a)		35,165	35,502	35,243	
By region	Japan	7,837	7,900	8,006	
	Europe	8,640	8,544	8,398	
	South Asia	12,446	12,322	12,329	
	North America	2,075	2,236	2,057	
	East Asia	2,888	2,875	2,750	
	Oceania	185	189	187	
	Central and South America	1,094	1,436	1,516	
	Number of employees promoted to director by region*2	Japan	Men	174	180
Women			6	7	8
Europe		Men	86	75	104
		Women	15	7	14
South Asia		Men	100	116	129
		Women	18	23	16
North America		Men	23	26	12
		Women	4	4	2
East Asia		Men	28	22	29
		Women	1	1	4
Oceania		Men	5	5	5
		Women	0	0	0
Central and South America		Men	12	9	15
		Women	3	4	5

*1 Number of employees of consolidated companies (long-term employees, employees on six-month or longer contracts)

*2 Locally hired overseas human resources Excludes employees seconded from headquarters and other organizations

*3 Overseas human resources working as managers or a higher level of management. Includes employees seconded from headquarters and other organizations

		FY2021	FY2022	FY2023	
Ratio of management by region and gender (%)*3	Japan	Men	91.1	90.1	90.0
		Women	8.9	9.9	10.0
	Europe	Men	71.0	68.0	64.5
		Women	29.0	32.0	35.5
	South Asia	Men	59.5	64.0	62.8
		Women	40.5	36.0	37.2
	North America	Men	66.4	67.4	67.3
		Women	33.6	32.6	32.7
	East Asia	Men	65.1	63.9	61.4
		Women	34.9	36.1	38.6
	Oceania	Men	86.7	82.4	79.4
		Women	13.3	17.6	20.6
Central and South America	Men	72.5	71.9	75.0	
	Women	27.5	28.1	25.0	
By gender	Men	22,438	22,372	22,286	
	Women	12,727	13,130	12,957	
New hires	Total	6,260	6,579	4,730	
	Men	3,679	4,116	2,938	
	Women	2,581	2,463	1,792	
Ratio of voluntary resignations (%)		14.8	14.1	11.7	

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Employee diversity

	FY2021	FY2022	FY2023
Number of non-Japanese seafarers*1 (b)	10,788	10,622	11,190
Ratio of women employees (%)	37.0	37.9	37.7
Ratio of women managers (%)*2	25.9	25.2	26.2

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

*2 Managers or higher

Number of Group employees (including non-Japanese seafarers)

	FY2021	FY2022	FY2023
Total (a+b)	45,953	46,124	46,433

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NYK Headquarters

Employee demographics

			FY2021	FY2022	FY2023
Number of employees			1,800	1,852	1,863
By gender	Men		1,479	1,523	1,525
	Women		321	329	338
Long-term employees	Office workers (excludes navigation officers and engineers at office locations)	Men	766	791	797
		Women	246	242	249
	Navigation officers and engineers	Men	577	586	588
		Women	19	21	22
Fixed-term employees	Office workers	Men	127	139	132
		Women	51	60	60
	Seafarers	Men	6	4	4
		Women	0	0	0
Non-fixed-term employees*1	Office workers	Men	3	3	4
		Women	5	6	7
	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)		1,198	1,241	1,249
	Navigation officers and engineers		602	611	614
Average age*2 (years old)	Office workers (excludes navigation officers and engineers at office locations)		41.2	41.0	40.6
	Navigation officers and engineers		38.8	39.2	39.4

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

*2 Excluding fixed-term employees and employees converted to no-fixed-term employees

*3 New-graduates and mid-career hires

*4 From fiscal 2023, the display standard was changed. In conjunction with this, the figures for fiscal 2021 to fiscal 2022 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

			FY2021	FY2022	FY2023
Age range*2	Office workers (excludes navigation officers and engineers at office locations)	Under 30	195	189	190
		30–49	509	546	587
		50 and older	308	298	269
	Navigation officers and engineers	Under 30	139	143	147
		30–49	335	335	330
		50 and older	122	129	133
New hires*3	Total	66	87	89	
New-graduate hires	Total	54	56	62	
	Office workers (excludes navigation officers and engineers at office locations)	Men	19	22	20
		Women	10	7	16
	Navigation officers and engineers	Men	22	24	24
Women		3	3	2	
Mid-career hires	Total	12	31	27	
		Men	11	25	21
		Women	1	6	6
Ratio of mid-career hires*4 (%)			18.2	35.6	30.3
Rate of turnover within three years after hire*5 (%)	Office workers (excludes navigation officers and engineers at office locations)		0.9	0.0	0.6
	Navigation officers and engineers		1.4	6.7	6.3
Ratio of voluntary resignations*6 (%)			1.6	2.1	1.4
Turnover rate at NYK*7 (%)			3.9	4.5	3.3

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Employee diversity

		FY2021	FY2022	FY2023
Ratio of women employees (%)	Office workers (excludes navigation officers and engineers at office locations)	24.3	23.4	23.8
	Navigation officers and engineers	3.2	3.5	3.6
Ratio of female recruits, nonconsolidated (%)	Office workers (excludes navigation officers and engineers at office locations)	26.8	21.7	34.9
	Navigation officers and engineers	12.0	11.1	7.7
Ratio of women managers*1 (%)	Office workers (excludes navigation officers and engineers at office locations)	14.0	13.7	13.6
	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	11.1	13.5	13.5
Employment ratio of people with disabilities (%)		1.9	2.0	2.1
Employees union membership rate*3 (%)	Office workers (includes navigation officers and engineers)	83.9	84.4	87.8
	Seafarers (excludes captains)	100.0	100.0	100.0
Ratio of collective bargaining rights holders (%)		100.0	100.0	100.0
Gender wage gap ratio (Women's wage level)*4 (%)		–	81.8	77.3

*1 Calculation method: Women managers/Total managers

*2 Fiscal 2021 and fiscal 2022 data includes Audit & Supervisory Committee members.

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

*4 (Average annual wage of female workers)/(Average annual wage of male workers) × 100

*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 in our business by race or ethnicity.

Employee Support Systems

		FY2021	FY2022	FY2023
Average number of days of paid leave taken*1		17.4	18.8	18.8
Average ratio of paid leave taken (%)		61.3	67.1	67.0
Number of employees who took maternity leave*2		20	15	8
Average ratio of employees who took maternity leave (%)		100.0	100.0	100.0
Number of employees who used parental leave program	Total	53	64	57
	Men	37	52	50
	Women	16	12	7
Ratio of employees who used parental leave program (%)	Total	68.8	76.2	76.0
	Men	60.7	72.2	73.5
	Women	100.0	100.0	100.0
Ratio of employees who returned to work after taking parental leave (%)	91.0 (Number of employees who left the Company: 1)		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	Total	8	4	6
	Men	0	0	0
	Women	8	4	6
Number of working mothers*3		87	75	71
Number of employees who used family-care leave program*2	Total	1	0	0
	Men	1	0	0
	Women	0	0	0
Ratio of employees who returned to work after taking family-care leave (%)		100.0	Not applicable	Not applicable
Retention rate of employees who used family-care leave program (%)		100.0	Not applicable	Not applicable

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

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

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

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Education

		FY2021	FY2022	FY2023
Average number of hours employees participated in training programs (Hours)	Company average	61.5	60.2	77.6
	Office workers (includes navigation officers and engineers at office locations)*1	16.9	18.1	26.5
	Seafarers	230.5	226.7	290.7
Average expenditure on educational and training programs per employee (yen)	Company average	228,750	235,398	342,888
	Office workers (includes navigation officers and engineers at office locations)*2	113,006	122,497	164,255
	Seafarers	667,968	682,969	1,088,656

*1 Excludes workers trained outside the Company

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