

## Reflections on

- Work environment and mental health
- Relationship between OSH and the Organization (HR, in particular)



Founded  
in 1934



Global leader of  
high-precision  
rolling elements



Global  
Customer base



Strategic  
global footprint



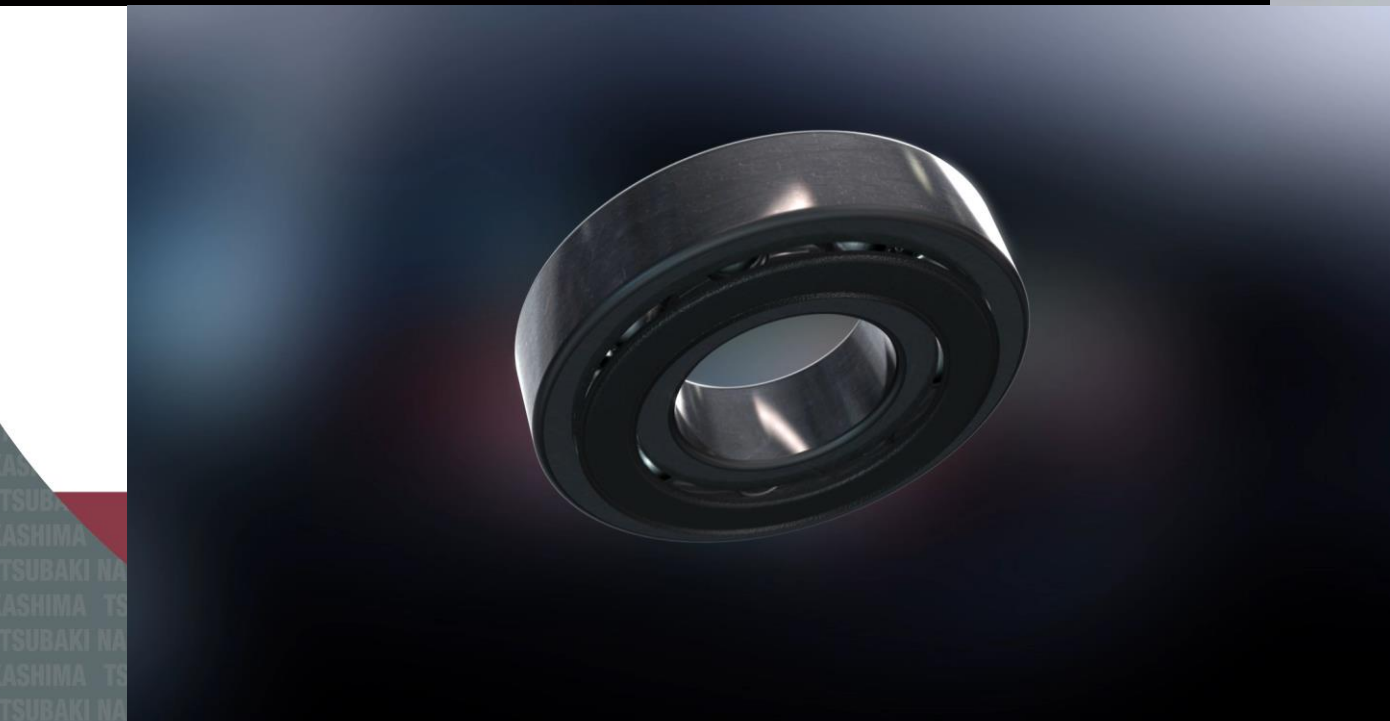
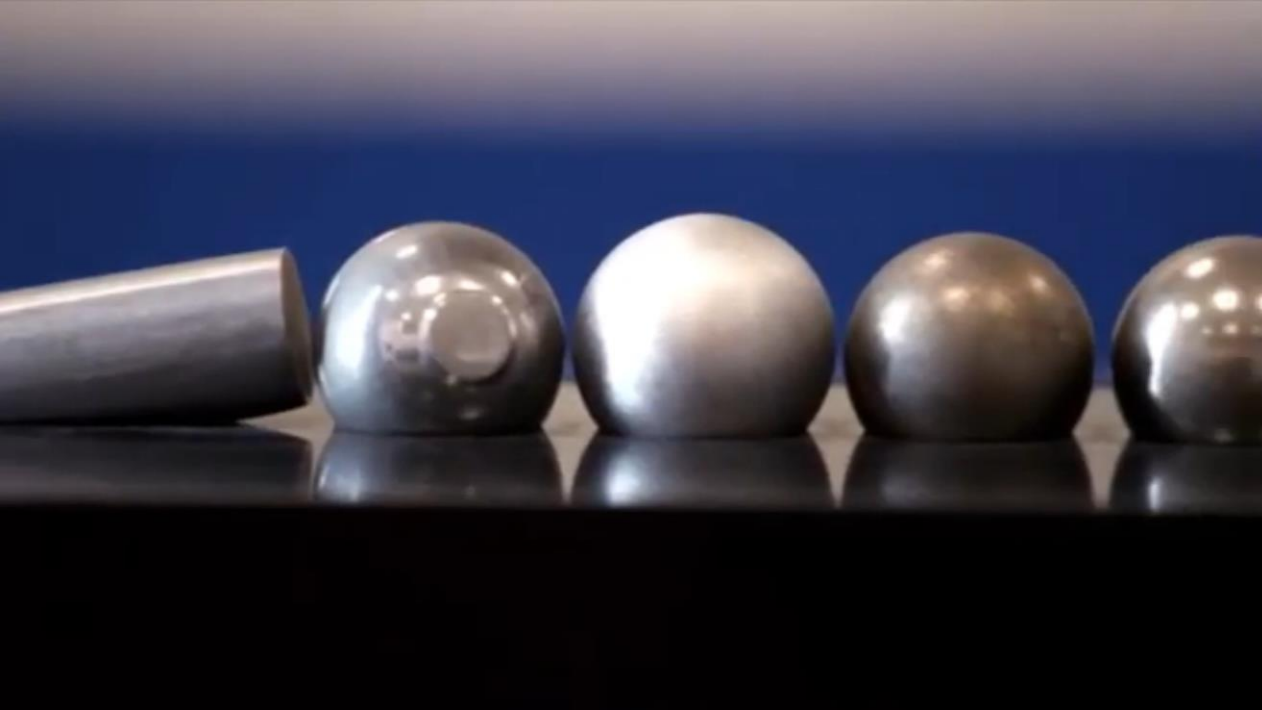
Headquarters  
in Osaka, Japan

## Listed on the Prime Market of the Tokyo Stock Exchange

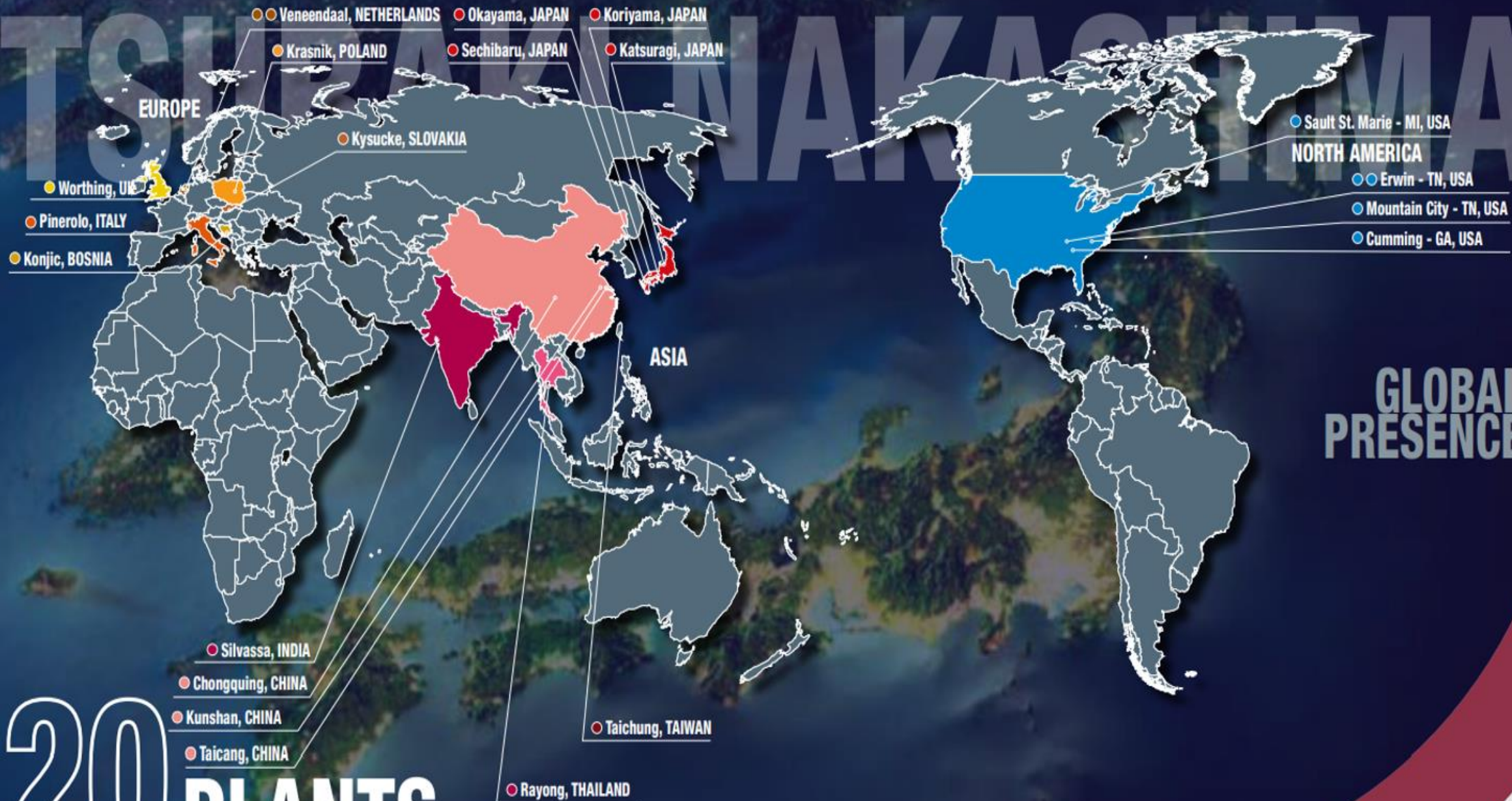
Status by Ownership ※

- Institutional investors 72%, Individual 26%, Other 2%
- Oversea Investors 45%, Domestic 55%





# 20 PLANTS



## GLOBAL PRESENCE



*“Mental health can affect both businesses and their employees due to its influence on wellbeing, job performance and productivity.*

*While a negative **working environment** may lead to physical and mental health problems, absenteeism and lost productivity”*

But what is work environment, what does it mean in practice?

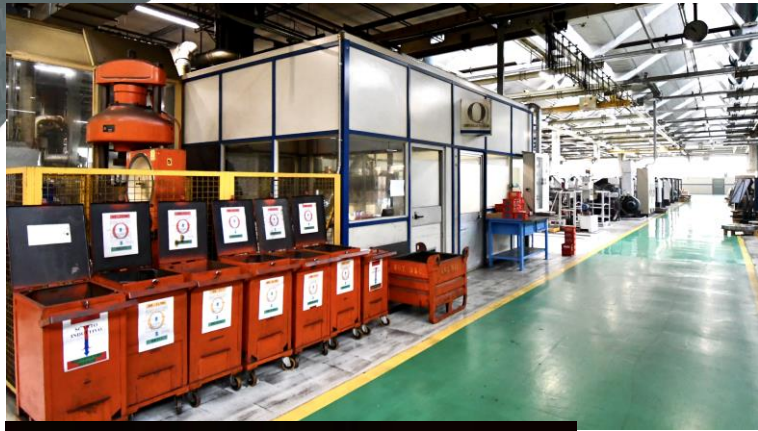


**working environment**

It refers to the **elements** that comprise the setting in which employees work and impact workers, for example

- all places of work and all sites and areas where work is carried out
- the methods of performing the job's functions
- corporate conditions

working environment means...



**RULES**



**TSUBAKI  
NAKASHIMA**



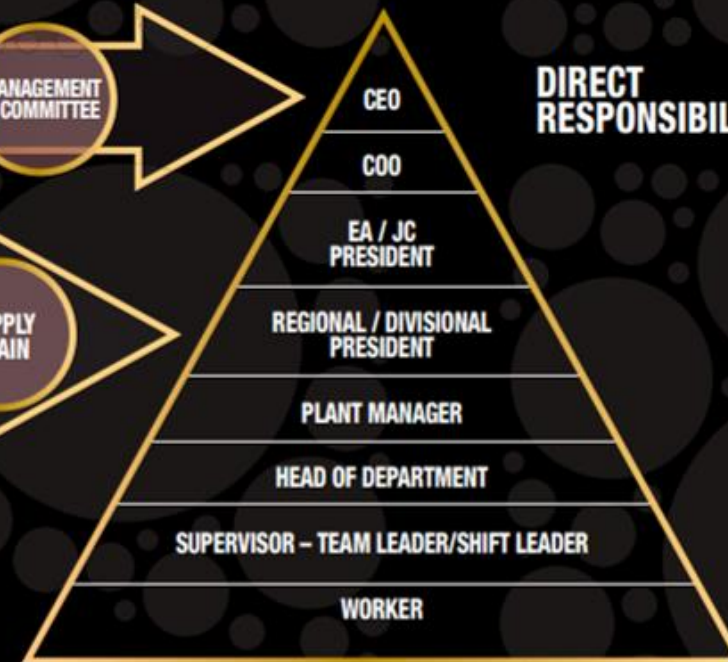


# ACCOUNTABILITY PYRAMID

## STAFF SUPPORT



MANAGEMENT  
& COMMITTEE



DIRECT  
RESPONSIBILITY

OCCUPATIONAL SAFETY AND HEALTH

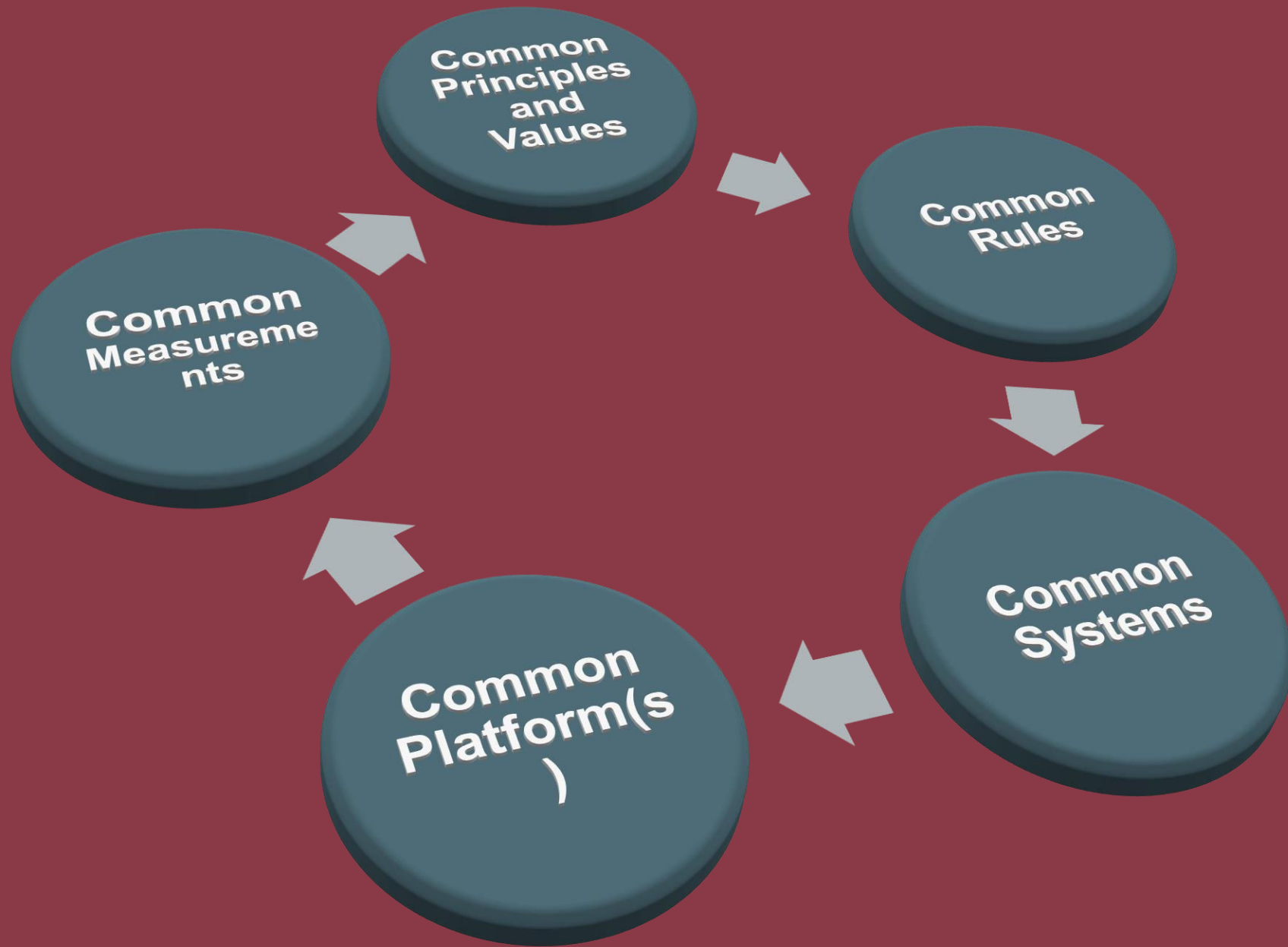
## OCCUPATIONAL SAFETY & HEALTH

**TSUBAKI  
NAKASHIMA**



- Company values
- Company policies and protocols
- Leadership style
- Employer's programs for employees (e.g.: training, recreation, and engagement of workers...)
- Job benefits (e.g.: salary, STI, LTI, health insurance, dental insurance, pension systems...)
- Job conditions (terms of employment, flexibility,
- Social behaviors (G&O, PE, Teamwork, openness, transparency, social and individual dynamics...)
- Job satisfaction and Employee opinions

## Corporate Conditions





# Vision

Achieve Profitable and Sustainable Growth  
with an unwavering commitment to improvement,  
product excellence and creating shareholder value, with an  
increasing dedication to sustainability within its leadership,  
operations, employees, and investments.

## Mission

Building the trust of our Stakeholders, growing, and thriving within our communities, and helping to  
create a more sustainable world

Sustainability  
(compliance,  
Vision Zero)

Quality, Costs,  
Delivery and  
Service

One Team  
Spirit

Transformation

Growth

## Management Principles

TRANSFORM  
NEXT<sup>2023</sup>



# TN VISION ZERO

Our goal is **ZERO accidents** (zero incidents with employees, customers, investors, and communities, etc.) **ZERO harm to people** and **ZERO damage** to the environment. But also, **ZERO inequality** and **ZERO Lack Of Knowledge**, which means equal opportunities to grow, for everybody.

To deliver the **TN 5 ZERO's**, we carefully plan our operations and processes, with the aim to identifying potential hazards and eliminate or minimize managing risks at every stage, creating a sustainable future for our stakeholders.



# APPROACH





## Vision Zero

Zero Accidents, Zero Occupational Illnesses, Zero Wastes, Zero Inequalities, Zero Lack of Knowledge

**Integrated  
Corporate  
Governance**

**Sustainable  
Development**

**Institutional**

**External**

**Internal**

**TN Academy**

**G**

**Governance**

**M**

**Monozukuri**

**C**

**Communication**