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NGK CERAMICS EUROPE S.A.

NGK CERAMICS EUROPE S.A., leader in industrial ceramics for the automotive industry, obtains the « Top Employer 2025 » certification – A collective pride for the teams, a new recognition for Mons and its region.

The list of Top Employers 2025 has been published by the "Top Employer Institute". **NGK CERAMICS EUROPE S.A.** has been recognized as one of the 81 certified companies in Belgium. This certification results from an in-depth assessment of multiple HR practices of the company (HR Best Practices Survey). This survey covers various areas including HR strategy, leadership, work environment, talent acquisition and development, training and skills development, engagement, organization in the face of change, well-being at work, diversity and inclusion.

Pierre Staquet, Director of People & Culture: "This prestigious certification represents, first and foremost, immense collective pride. It reflects our efforts to shape a quality work environment focused on the development of each individual and the promotion of talent. Our entire strategy is centered on the experience of our employees, starting from the first contact with candidates, through an onboarding journey, ambitious training programs, and leadership programs rich in shared experiences. At the heart of our actions, our particularly loyal employees are our best ambassadors. This certification also strengthens the reputation of our company, and therefore its attractiveness and visibility, as a benchmark employer for workers seeking excellence.

The HR department is now called "People & Culture" to reflect its orientation towards more humanity, meaning, a culture of feedback and recognition, employee engagement and the ability to transcend individual interests. This decision reinforces the significance given to professions related to People Management, imposing integrity, exemplarity, active listening and the ability to offer a positive vision of work. We also sign our daily practices with an engaging baseline: "Speak truthfully, act justly & with nuance." In doing so, we commit to authenticity, transparency, even on difficult issues, integrity, acceptance of the consequences of our actions, impartial decision-making, recognition of the complexity of certain situations that require innovative approaches and understanding of divergent viewpoints that involve challenging our responses.

This certification does not halt our efforts; we are determined to continue improving our practices by comparing them to similar industries. Our ambition is to exceed standards and meet the evolving expectations of the professional world. We also aim to collectively enrich the world of work in Belgium and with our sister companies abroad.

Some audited practices that were particularly note

The excellence of the **recruitment process** (onboarding), the solid corporate values and culture, **the involvement and participation of workers, employees and managers**, as well as the transparency towards them as well as **fairness**. The support for change linked to technological developments, especially **career interviews for blue collars**, which is innovative in Belgium. **Listening to employees' expectations** through surveys or focus groups has allowed the HR department to implement various targeted actions, which was also appreciated. This success is the result of **an ambitious and coherent** HR strategy that has been rolled out in depth for several years.

The three priorities for 2025

We aim to stay at the forefront of leadership, a **managerial model** (Compass2Lead) has been developed and will be implemented in 2025 for the entire management team and key executives. As a technologically advanced plant within the group, the site will see the development of a **technical training center** in partnership with the parent company in Japan, the operational sections, and the training team. **Reintegration support** will offer specific assistance following a long-term absence due to health reasons, demonstrating a continuous commitment to the well-being of each staff member.

About the Top Employer Institute

The Top Employer Institute is the global reference for **recognizing excellence in human resources practices**, working to advance these standards to improve the professional environment. Through this certification program, participating companies can obtain validation, certification, and recognition as a leading employer. Each year, only organizations that stand out for their working conditions and demonstrated initiatives in skill development receive this label. In 2025, only 81 companies in Belgium earned this prestigious award. Founded over 30 years ago, the Top Employers Institute has certified more than 2,300 organizations worldwide.

About NGK INSULATORS, LTD.

NGK is a leading company in the field of ceramics. Since its foundation in 1919, NGK has used its unique ceramic technology to provide numerous ground-breaking products that solve social issues. Today, NGK is active in more than 20 countries worldwide, with business foci including mobility, energy, IT and industry.

As one of the largest manufacturers of ceramic substrates for automotive catalytic converters, NGK is actively reducing the strain on our global environment. Furthermore, NGK's products include the energy storage system "NAS®" battery, in addition to the compact, thin and high-energy-density lithium-ion rechargeable "EnerCera®" battery line, vital tools for sustainable energy infrastructure.

Through providing innovative, high-quality products, NGK is committed to contributing to our society. In order to create a future where people can coexist with nature, we will continue to develop and provide products that support social infrastructure while preserving the environment.

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