



Approach to diversity

The NOF Group accepts and respects diversity in order to realize our Code of Conduct, which states, “Take on ambitious challenges to achieve personal growth and a fulfilling lifestyle.” We aim to establish and are currently building an organization in which willing and capable employees are properly evaluated in every aspect including recruitment, treatment after recruitment, and promotions, and are allowed to demonstrate their capabilities.

Leadership

The NOF Group is actively working to develop the leadership skills of its employees so that everyone, regardless of attributes such as age, can ambitiously take on challenges and achieve personal growth.

In line with the diversity concept of “respecting diversity, including gender and other attributes, and aiming to create an organization where people with talent and ambition can play an active role,” NOF has introduced “diversity training” for female employees to develop their leadership skills. In order to enhance the effectiveness of the “diversity training” and promote the active participation of women, the content of the training has been customized and is also offered to managers regardless of gender.

In addition, we are fostering leadership skills through “training at the organizational level”

depending on job post, as well as “training regarding specific issues.”

Promotion of international human resources and mid-career human resources

Recognizing the importance of securing superior human resources regardless of nationality, the NOF Group will secure appropriate human resources, including mid-career workers, particularly for the expansion of our overseas businesses. Our overseas Group companies (overseas local subsidiaries) are continuing to step up their efforts to recruit local employees and promote them to management positions.

As for mid-career recruitment, we are actively advancing hiring of human resources with knowledge and experience required by NOF (career personnel), appointment of managers, and hiring in accordance with our business expansion.



Global Mind Seminar

Furthermore, as NOF develops human resources and promotes them to management positions regardless of their nationality or career path, we do not set any target figures for the ratio of international human resources or career personnel to managerial positions.

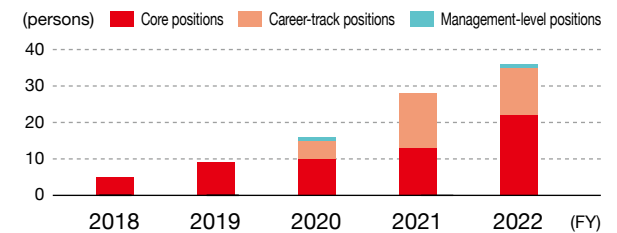
Rate of hiring of mid-career workers

FY2022 **28.0%**

Average age of mid-career workers hired (at time of entry into company)

FY2022 **33.9 years old**

Number of mid-career workers hired NOF





Diversity | Diversity in employment

GRI 2-7/401-1/405-1

Employment of people with disabilities

In order for people with disabilities to demonstrate their capabilities and work actively in their respective workplaces, NOF is promoting the employment of people with disabilities, upon developing a favorable working environment.

The proportion of people with disabilities employed in March 2023 was 2.46%, surpassing the legally prescribed proportion (2.3%).

The NOF Group will continue its efforts to expand employment of people with disabilities and establish a workplace environment where they can work comfortably.

Percentage of employees with disabilities **NOF**

FY2022 **2.46%**

Percentage of employees with disabilities

