



## 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.

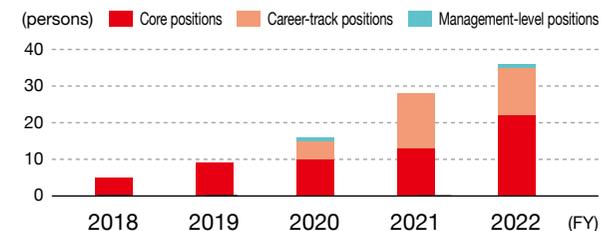
Rate of hiring of mid-career workers

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.

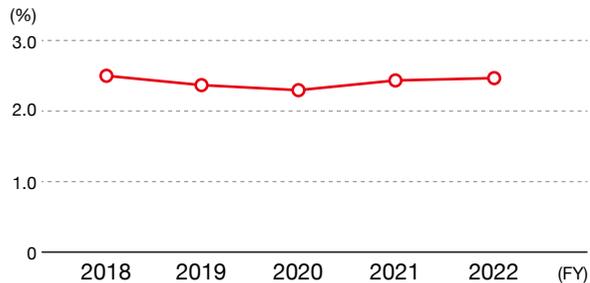
The proportion of people with disabilities employed in March 2023 was 2.46%, surpassing the legally prescribed proportion (2.3%).

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





# Diversity | Promotion of the active participation of women

GRI 2-7/405-1

The active participation of women is promoted at NOF. Of new graduate career-track hires in fiscal 2022, 36.1% were women.

In addition to the active recruitment of women, NOF strives to enhance its workplace environment in which women are able to participate actively. We strive to enhance our various childcare and nursing

care support systems. We also promote creating a multifaceted internal environment through efforts such as implementing training to promote the advancement of women for newly hired employees and newly appointed managers, and effectively developing the skills of each employee according to his or her job type and individual characteristics.

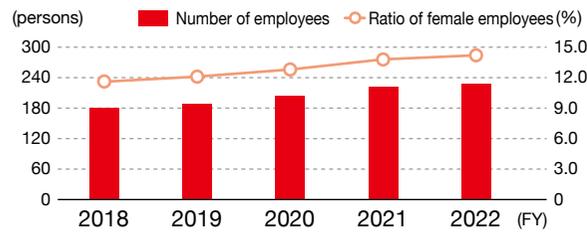
Percentage of female new graduates recruited for career-track positions (target)

**30% or more** (target achieved every fiscal year since 2016)

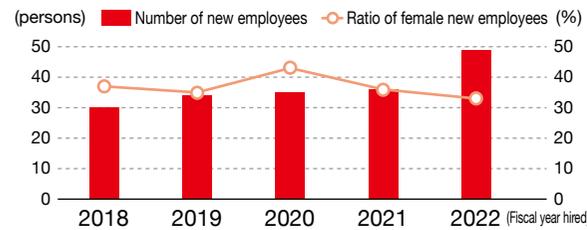
Number of female management-level employees (target)

**More than 3-fold** (by FY2030 starting from the end of FY2021)

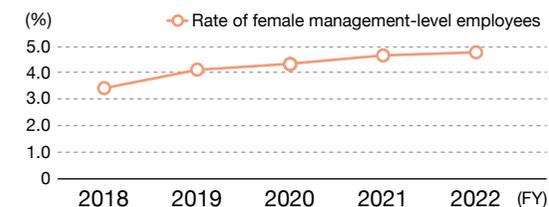
Number of female employees / ratio among employees NOF



Number of new female employees / ratio among new employees NOF



Rate of female management-level employees NOF



## Action plans of general business operators based on the “Act on Advancement of Measures to Support Raising Next-Generation Children” and “Act on the Promotion of Women’s Active Participation in Their Occupational Lives”

The following action plan has been formulated for the purpose of enhancing the work-life balance and creating an environment in which each employee ambitiously takes on challenges and play an active role.

### 1. Plan period:

April 1, 2023 to March 31, 2028 (5 years)

### 2. Targets and initiatives (from April 2023)

**Target 1** Create an environment that facilitates a balance between work and family life.

**Measures** Create a workplace environment that facilitates the use of systems to support balancing work, and study and implement the expansion of such systems so that employees can continue to work with peace of mind while balancing work with childcare, nursing care, medical treatment, etc.

**Target 2** Establish an environment to achieve a utilization rate of yearly paid holidays of 75% or more.

**Measures** Study and implement new policies to enhance the yearly paid holiday system and encourage taking of yearly paid holidays.

**Target 3** Promote efficient workstyles

**Measures** Study and implement new measures to reduce work hours.

**Target 4** Continue to employ 30% or more women in career-track positions and create an environment that encourages women to continue working.

**Measures** Study and implement measures to realize diverse work styles according to life stages.

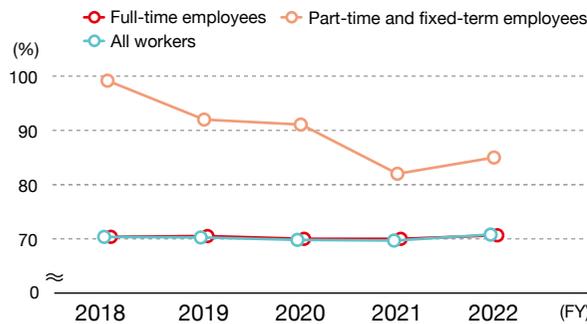


### Reduction in the pay gap between male and female employees

At NOF, the pay gap ratio between male and female employees in 2022 was 70.7% for all employees, of which 70.6% was for full-time employees. This is due to the difference in the average length of service between men and women, and the fact that only men work shift work in the manufacturing divisions, resulting in a difference in salary for shift work.

We aim to reduce the pay gap ratio between men and women by supporting the balancing of work with childbirth and childcare, encouraging men to take childcare leave, and improving the workplace environment to enable women to work in shift work.

Pay gap ratio between male and female employees (NOF)



### Pay gap ratio between male and female employees (2030 target)

Over **75%** of full-time employees  
(Temporary/part-time employees: **100%**,  
total: over **75%**)

### Causes and measures for the pay gap between male and female full-time employees

**Cause** Difference in average length of service between men and women

**Measures** Support for balancing work with childbirth, childcare, etc.  
Promotion of utilization of childcare leave by male employees [P.139](#)

**Cause** Shift workers in the manufacturing divisions are all men and there is a difference in compensation for shift work

**Measures** Promotion of workplace environment improvement that enables women to work in shifts

\* Pay gap ratio between male and female employees (%) = Average annual income of women / Average annual income of men x 100