

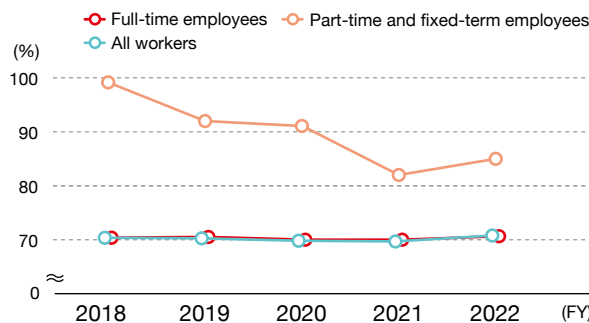


### Reduction in the pay gap between male and female employees

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