



# Cultivating Talent and Creating a Positive Work Environment

## Metrics and Targets [Theme (2): Diversity & Inclusion]

GRI

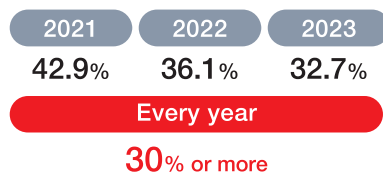
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### Diversity & Inclusion



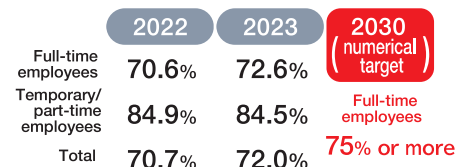
We believe that in order to achieve sustainable business growth, it is important to create an environment and culture capable of drawing out the maximum vitality of employees with diverse values, and that by accepting and respecting diversity, we can continue to generate innovation. The active participation of female employees is a major issue in promoting diversity and inclusion. In order to increase the ratio of female career-track employees, NOF has been continuing its efforts to make sure that the percentage of female new graduates recruited for career-track positions is 30% or more for the past nine years. The percentage of female career-track employees, which was less than 10% of all career-track employees as of the end of fiscal 2015, rose to 25% by the end of fiscal 2023. The ranks of female career-track employees, who are expected to be promoted to management-level positions as future management candidates and play an even more active role, are growing larger. We will continue to promote this initiative from now on in our efforts to create an environment in which diverse human resources can actively participate and increase the ratio of female management-level employees from a medium-term perspective.

#### Ratio of female new graduates recruited for career-track positions NOF P.170



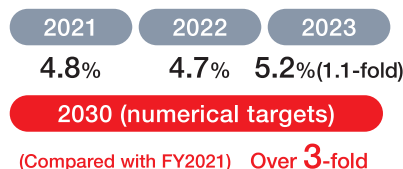
- Posting testimonials from young employees and employees raising children on our recruitment page to deepen understanding on what working looks like after joining the company, career development, and balancing work with child rearing
- Implementing diversity training for female employees and their supervisors (general managers) to promote career development and understanding of diversity

#### Pay gap ratio between male and female full-time employees\*1 NOF P.173



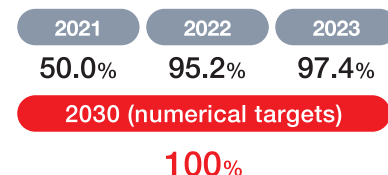
- Expanding systems to support balancing work with childbirth and childcare
- Improving the working environment, including break rooms, to make it easier for female employees to work in manufacturing facilities that operate continuously 24 hours a day
- Increasing number of candidates for female management-level positions

#### Ratio of female management-level employees NOF P.172



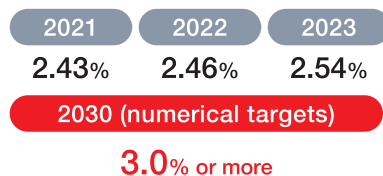
- Promotion of female career-track employees to management positions through systematic training
- Establishment of a job return system to promote rehiring at NOF for those who resigned out of necessity for a variety of reasons, such as childbirth, childcare, or the transfer of a spouse

#### Rate of male employees utilizing childcare leave NOF P.176



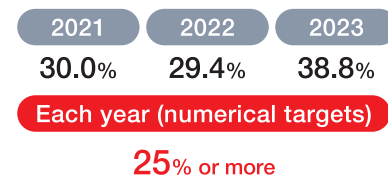
- Implementation of support measures that enable male employees to utilize childcare leave
- Clarifying the rules on securing personnel to cover those on leave

#### Percentage of employees with disabilities NOF P.171



- Promoting the creation of workplaces where employees can work with motivation (clarification of duties)

#### Rate of hiring of mid-career workers for executive and career-track positions\*2 NOF P.170



- Promoting the hiring of personnel who can make use of their career experience from other companies and talented external personnel

\*1 Pay gap ratio between male and female employees (%) = Average annual income of women / Average annual income of men x 100

\*2 Rate of hiring of mid-career workers for executive and career-track positions (%) = (new mid-career hires for executive and career-track positions between April 1 and March 31) / (new graduate career-track employees and new mid-career hires for executive and career-track positions between April 1 and March 31) x 100