

Social Data Collection

Basic Information on Employees

Item	Scope	Category	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Number of employees* ¹	NGK	-	4,119	4,224	4,316	4,382	4,547	Persons
	NGK Group	-	20,115	20,000	19,695	20,099	20,077	Persons
Number of employees by gender	NGK* ²	Total	4,355	4,529	4,650	4,745	4,877	Persons
		Male	3,807	3,951	4,046	4,132	4,258	Persons
		Female	548	578	604	613	619	Persons
	NGK Group	Total	20,578	20,409	20,195	20,656	20,450	Persons
		Male	16,167	16,010	15,920	16,393	11,816	Persons
		Female	4,411	4,399	4,275	4,263	3,757	Persons
Number of employees by employment type	NGK	Full-time employee	4,355	4,529	4,650	4,745	4,877	Persons
		Contract employee	507	464	287	272	280	Persons
		Temporary employee	389	395	302	372	491	Persons
Employee composition by region	NGK Group	Japan	37	39	37	37	38	%
		Europe	21	21	25	25	24	%
		North and Central America	16	15	15	15	16	%
		Asia	25	23	22	22	21	%
		Other	1	1	1	1	1	%
Retention rate of new hires after 3 years	NGK	Total	92.6	93.5	92.8	90.3	88.7	%
		Male	97.6	95.2	92.7	91.0	90.7	%
		Female	83.9	85.1	93.3	87.9	81.8	%
Average age	NGK	Total	38.7	38.8	39.2	40.0	39.7	Years old
		Male	38.7	39.0	39.3	40.1	39.9	Years old
		Female	38.4	38.6	38.6	39.6	39.4	Years old
Average length of service	NGK	Total	13.5	13.7	14.3	15.6	15.5	Years
		Male	13.4	13.7	14.3	15.6	15.5	Years
		Female	14.1	14.1	14.1	15.6	15.5	Years
Average salary	NGK	-	7,888,094	7,770,318	7,635,830	7,696,997	8,240,174	Yen
Labor union membership rate* ³	NGK	-	96	97	98	98	98	%
Employee turnover rate (Full-time employees only, excluding retiring employees)	NGK	Total	1.4	1.5	1.3	1.3	1.7	%
		Male	1.2	1.3	1.2	1.1	1.5	%
		Female	2.9	2.8	1.7	2.0	2.9	%
Voluntary resignation rate (Full-time employees only, excluding retiring employees)* ⁴	NGK	Total	1.2	1.5	1.2	1.2	1.5	%
		Male	1.0	1.3	1.1	1.0	1.3	%
		Female	2.5	2.6	1.6	2.0	2.7	%

Employee Engagement

Survey on Workplace Vitality: satisfaction* ⁵	NGK	-	58.6	-	59.3	-	59.4	%
Survey on Workplace Vitality: career autonomy score	NGK	Target	-	-	-	-	3.5 or more	points
		Result	-	-	-	-	3.6	points
Survey on Workplace Vitality: advancement of women in the workplace score	NGK	Target	-	-	-	-	3.5 or more	points
		Result	-	-	-	-	3.45	points
Survey on Workplace Vitality: score related to utilization of diversity	NGK	Target	-	-	-	-	3.5 or more	points
		Result	-	-	-	-	3.34	points
Survey on Workplace Vitality: score related to opportunities to take on challenges	NGK	Target	-	-	-	-	3.5 or more	points
		Result	-	-	-	-	3.26	points
Survey on Workplace Vitality: score related to psychological safety	NGK	Target	-	-	-	-	3.5 or more	points
		Result	-	-	-	-	3.71	points
Survey on Workplace Vitality: score related to worthwhileness of work	NGK	Target	-	-	-	-	3.5 or more	points
		Result	3.47	-	3.49	-	3.49	points
Survey on Workplace Vitality: score related to work-life balance	NGK	Target	-	-	-	-	3.5 or more	points
		Result	3.38	-	3.53	-	3.52	points

*1 Includes employees from outside companies who have been temporarily assigned to the NGK Group, but excludes employees from the NGK Group who have been temporarily assigned to outside companies.

*2 Excludes employees from NGK Group companies or outside companies who have been temporarily assigned to NGK, but includes employees from NGK who have been temporarily assigned to NGK Group companies or outside companies.

*3 Number of union members / Number of employees in NGK excluding managers (both include manufacturing contract employees)

*4 The figures for voluntary resignation rate are calculated from the number of people resigning due to personal circumstances in one year / total number of employees.

*5 We conduct this survey every other year. This is the ratio of employees who answered positively (5 or 4 points on a 5-point scale evaluation) to the "worthwhileness of work" question.

Work-Life Balance

Childrearing Support Measures

Item	Scope	Category	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Number of childcare leave takers	NGK	Total	48	40	64	79	157	Persons
		Male	23	19	35	56	127	Persons
		Female	25	21	29	23	30	Persons
Ratio of employees that return to work after childcare leave	NGK	Total	100	100	100	99	100	%
Shortened working hours during childrearing	NGK	Number of leave takers	63	64	62	79	69	Persons

Item	Details		Scope	Category	FY2022	Unit
Rate of employees taking child care leave Fiscal year preceding disclosure (April 1, 2022 through March 31, 2023)	Total percentage of male workers whose spouses gave birth in the fiscal year preceding disclosure, who took long-term childcare leave or used leave for childcare purposes that year.		NGK	Male	91	%
	Percentage of female workers who gave birth in the fiscal year preceding disclosure, who took childcare leave that year.			Female	103	%

Systems Unique to NGK

Item	Scope	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Return to work after childbirth lump-sum payment	NGK	27	25	26	38	19	Persons
System for taking annual paid leave in hourly increments (for employees working shortened hours)	NGK	42	62	58	73	68	Persons
Childcare leave for fathers using accumulated vacation days	NGK	19	31	54	53	100	Persons
Pre-maternity leave interview	NGK	28	24	20	31	29	Persons
Interview before returning to work	NGK	32	25	25	32	27	Persons
Leave for accompanying a spouse's overseas assignment	NGK	2	2	0	1	4	Persons
Maternity gift	NGK	241	218	260	223	224	Persons
Babysitter expense subsidy	NGK	8	11	31	28	43	Persons
Childcare Concierge (available to those who live in the Tokyo metropolitan area)	NGK	1	1	0	0	0	Persons
Priority parking spaces to support childcare	NGK	32	40	40	41	37	Persons
Lump-sum payment for early return	NGK	7	5	3	4	4	Persons

Nursing Care Support

Item	Scope	Category	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Number of employees taking long-term nursing care leave	NGK	Total	1	1	1	1	3	Persons
	NGK	Male	0	1	0	0	2	Persons
	NGK	Female	1	0	1	1	1	Persons
Number of employees taking nursing care leave	NGK	Total	0	1	0	34	17	Persons
	NGK	Male	0	1	0	23	13	Persons
	NGK	Female	0	0	0	11	4	Persons

Diversity & Inclusion

Item	Scope	Category	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
New graduate hires* ¹	NGK	Total	155	143	141	105	139	Persons
		Male	122	115	108	89	123	Persons
		Female	33	28	33	16	16	Persons
Ratio of female employees among new graduate hires* ²	NGK	Total	26	28	34	17	14	%
		Administrative-related; target 30%	42	44	52	33	29	%
		Engineering-related; target 20%	22	24	27	13	11	%
Mid-career hires	NGK	Total	117	104	41	55	125	Persons
		Male	102	87	35	51	110	Persons
		Female	15	17	6	4	15	Persons
Ratio of mid-career hires	NGK	Total	43	42	23	34	47	%
Ratio of female employees* ³	NGK	-	12.6	12.8	13.0	12.9	12.7	%
	NGK Group	-	21.4	21.6	21.2	20.6	21.3	%
Number of key personnel (employees in managerial positions)	NGK	Total	890	900	969	1,028	1,085	Persons
		Male	870	874	940	993	1,044	Persons
		Female	20	26	29	35	41	Persons
		Dept. managers or higher	4	5	5	5	6	Persons
		Ratio of female employees	2.2	2.9	3.0	3.4	3.8	%
	Group companies outside Japan	Ratio of female employees	16	20.2	23.1	23.1	19.4	%
Female Directors	NGK	Total	12	13	9	9	9	Persons
		Female	1	1	1	1	1	Persons
		Ratio	8.3	7.7	11.1	11.1	11.1	%
Ratio of employees with disabilities	NGK, NGK YU-Service, NGK Ceramic Device	Number of people	62	135	145	155	160	Persons
		Employment rate	1.92	2.20	2.35	2.46	2.43	%

*1 Note: Excluding new graduate temp-to-perm employees

*2 Applies to regular-position employees

*3 Ratio among all employees

Number of Female Key Personnel (Managers) as of March 31, 2023

Item	Category	NGK	Group companies in Japan	Group companies outside Japan	Total	Unit
Number of female key personnel (employees in managerial positions)	Total	1,085	324	609	2,018	Persons
	Male	1,044	320	491	1,855	Persons
	Female	41	4	118	163	Persons
	Ratio of female employees	3.8	1.2	19.4	8.1	%

Wage Gap between Male and Female Employees in FY2022

Item	Scope	Category	FY2022	Unit
Wage gap between male and female employees	NGK	All employees	77.1	%
		Regular employment employees	77.2	%
		Part-time and fixed-term employees	103.2	%

Item	Scope	Category	Average salary for men	Average salary for women	FY2022	Unit
Wage gap between male and female employees (by manager level and non-manager level)	NGK	Manager level (basic salary only)	7,079,059 yen	6,747,000 yen	95.3	%
		Manager level (basic salary + other financial incentives)	12,726,615 yen	11,363,506 yen	89.3	%
		Non-manager level	7,319,219 yen	6,307,267 yen	86.2	%

Internal Job Application System

Item	Scope	Category	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Job application system	NGK	Number of jobs posted	28	28	9	59	80	Cases
		Number of recruits	40	37	13	86	108	Persons
		Number of applicants	7	18	15	50	56	Persons
		Number of successful applications	2	7	6	17	25	Persons

Appointment from Fixed-Term Contract Manufacturing Workers to Regular Employees

Item	Scope	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Number of manufacturing contract employees promoted to being regular employees	NGK	37	41	15	18	16	Persons

Human Resource Development

Item	Scope	Category	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Training participant summary (total number of people)	NGK	Total	4,661	4,685	2,527	8,201	6,377	Persons
		Key personnel	991	813	480	665	719	Persons
		General employees	3,670	3,873	2,047	7,536	5,658	Persons
Average annual hours spent for training per full-time employee	NGK	Total	21.3	21.4	6.0	28.0	18.0	Hours
		Key personnel	12.8	12.3	4.2	18.0	11.0	Hours
		General employees	25.0	23.7	6.4	31.0	20.0	Hours
Average annual cost of training per full-time employee		-	63,000	53,000	22,000	29,522	31,138	Yen

Occupational Safety and Health

Item	Scope	Category	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Number of work-related fatalities	NGK	-	1 ^{*1}	0	0	0	0	Persons
	Manufacturing Group companies in Japan	-	0	0	0	0	0	Persons
	Manufacturing Group companies outside Japan	-	0	0	0	0	0	Persons
	Group total	-	1 ^{*1}	0	0	0	0	Persons
Number of work-related accidents	NGK	Lost worktime accidents	4	0	1	2	3	Cases
		Non-lost worktime accidents	8	7	3	1	1	Cases
		Total	12	7	4	3	4	Cases
	Manufacturing Group companies in Japan	Lost worktime accidents	1	1	3	3	9	Cases
		Non-lost worktime accidents	7	7	8	2	2	Cases
		Total	8	8	11	5	11	Cases
	Manufacturing Group companies outside Japan	Lost worktime accidents	8	13	7	24	21	Cases
		Non-lost worktime accidents	9	6	3	6	3	Cases
		Total	17	19	10	30	24	Cases
	Group total	-	37	34	25	38	39	Cases
Number of work-related accidents at the level of lost worktime accidents and more serious in contractors	NGK	-	1	0	1	0	0	Cases
	Manufacturing Group companies in Japan	-	1	0	0	0	0	Cases
	Manufacturing Group companies outside Japan	-	3	3	1	2	2	Cases
	Group total	-	5	3	2	2	2	Cases
Number of fatalities in contractors	NGK	-	0	0	0	0	0	Persons
	Manufacturing Group companies in Japan	-	0	0	0	0	0	Persons
	Manufacturing Group companies outside Japan	-	0	0	0	0	0	Persons
	Group total	-	0	0	0	0	0	Persons
Severity rate (number of lost workdays per 1,000 hours worked)	NGK Group	-	0.19	0.01	0.00	0.06	0.03	Days
	NGK	-	0.74	0.00	0.00	0.15	0.02	Days
	Manufacturing Group companies in Japan	-	0.00	0.01	0.00	0.00	0.03	Days
	Manufacturing Group companies outside Japan	-	0.02	0.02	0.01	0.04	0.03	Days
	All industries (Japan, sites with 1,000 or more employees) ^{*2}	-	0.03	0.03	0.03	0.04	0.03	Days
	Manufacturing industry (Japan, sites with 1,000 or more employees) ^{*2}	-	0.03	0.04	0.03	0.03	0.02	Days
Lost time injury frequency (number of lost time injuries per 1 million hours worked)	NGK Group	-	0.32	0.34	0.28	0.67	0.79	Cases
	NGK	-	0.40	0.00	0.10	0.19	0.28	Cases
	Manufacturing Group companies in Japan	-	0.14	0.13	0.46	0.43	1.27	Cases
	Manufacturing Group companies outside Japan	-	0.34	0.56	0.31	0.93	0.86	Cases
	All industries (Japan, sites with 1,000 or more employees) ^{*2}	-	0.52	0.47	0.69	0.69	0.62	Cases
	Manufacturing industry (Japan, sites with 1,000 or more employees) ^{*2}	-	0.29	0.26	0.28	0.31	0.30	Cases
Occupational illness frequency rate (n/million work hours)	NGK	-	0.10	0.00	0.00	0.00	0.00	%
Acquisition of occupational safety and health management system certification ^{*3}	NGK	ISO 45001 and JIS Q 45100	100	100	100	100	100	%
	11 manufacturing Group companies in Japan	ISO 45001 and JIS Q 45100	58	100	100	100	100	%
	15 manufacturing Group companies outside Japan	ISO 45001	40	73	93	100	100	%

*1 In 2018 there was one work-related fatality. This fatality was the result of a traffic accident involving the truck of another company, which struck an NGK employee at a pedestrian crossing on a public road.

*2 Statistics on work-related accidents from Japan's Ministry of Health, Labour and Welfare.

*3 Nagoya Site, Chita Site, Komaki Site, Ishikawa Plant, Mitake Plant

Mental and Physical Health Promotion

Item	Scope	Category	FY2018	FY2019	FY2020	FY2021	FY2022	Unit	
Hours / overtime hours worked (Annual fixed working hours: 1,919 hours)	NGK general employees	Annual actual working hours	2,081	2,059	2,044	2,044	2,016	Hours	
		Average overtime work per month	25.2	23.7	21.6	23.4	22.8	Hours	
	NGK including key personnel (managers)	Annual actual working hours	2,087	2,056	2,057	2,059	2,029	Hours	
		Average overtime work per month	25.2	23.6	22.0	23.8	23.2	Hours	
	NGK manufacturing divisions	Annual actual working hours	2,129	2,067	2,061	2,056	2,024	Hours	
		Average overtime work per month	27.3	24.4	22.8	24.1	23.2	Hours	
	NGK non-manufacturing divisions	Annual actual working hours	2,050	2,052	2,037	2,038	2,011	Hours	
		Average overtime work per month	24.0	23.2	21.1	23.1	22.6	Hours	
	Paid leave: number of days used, utilization rate	NGK	Days used	12.8	14.1	11.9	13.8	15.1	Days
			Utilization rate	72.5	77.5	67.5	76.5	83.3	%
Number of employees having consultations about long work hours ^{*1}	NGK	All	243	78	41	37	27	Persons	
Percentage of employees taking stress checks	NGK	-	94.9	95.9	94.1	95.2	95.4	%	
Percentage of employees with high stress	NGK	-	11.7	10.7	9.9	9.0	9.5	%	
Position-based mental care education	NGK	All	567	614	585	517	565	Persons	
		New hires	192	143	140	105	139	Persons	
		General employees	306	339	362	307	311	Persons	
		Key personnel	69	132	83	105	115	Persons	
Regular health exams ^{*2}	NGK	Total target employees	4,683	4,936	4,967	4,857	4,974	Persons	
		Number taking health exam	4,601	4,855	4,894	4,728	4,910	Persons	
		Number of exceptions ^{*3}	82	81	73	129	64	Persons	
		Health exam ratio	100	100	100	100	100	%	
Percentage of employees taking metabolic syndrome checkups	NGK employees and families	-	86.3	87.5	85.7	88.7	89.6	%	
Percentage with metabolic syndrome		-	14.3	13.2	15.8	13.3	11.0	%	
Percentage under medical guidance		-	56.7	64.6	57.5	59.1	57.2	%	
Number of participants in health lectures ^{*4}	NGK managers	-	270	300	-	-	-	Persons	
Number of participants in the health declaration challenge ^{*4}	NGK employees	-	1,590	1,199	1,560	1,505	865	Persons	
Number of participants in smartphone health apps ^{*4}	NGK employees and families	-	742	1,127	1,134	1,511	1,703	Persons	
Number of participants in recreational walks ^{*4}	NGK employees and families	-	163	223	-	-	-	Persons	
Online seminars	NGK employees and families	-	-	-	146	1,002	436	Persons	
Smoking ratio	NGK	-	25.0	25.5	23.5	22.2	21.8	%	

*1 Numbers of people shown are cumulative totals. They also include people who only underwent a health exam.

*2 Including chest X-rays to catch the early signs of tuberculosis.

*3 Employees on maternity leave, temporary retirement, etc.

*4 Initiatives marked with a "-" in a fiscal year were not implemented in that fiscal year.

Quality Management System

Item	Scope	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Acquisition of ISO 9001 or IATF 16949 certification/percentage	NGK Group	97	97	100	100	100	%

NGK and the all Business Group production sites, supporting functions, and locations at Group companies in and outside Japan have acquired ISO 9001 or IATF 16949 certification.

Social Contribution Activities

Item	Scope	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Social contribution expenditures	NGK Group	3.02	2.73	2.96	5.33	7.54	100 million yen
Number of social contribution programs		10	13	10	16	10	Cases
Number of collaborations with NPOs/NGOs		4	4	4	3	2	Cases