

Social Data Collection

Basic Information on Employees

Item	Scope	Category	FY2019	FY2020	FY2021	FY2022	FY2023	Unit
Number of employees*1	NGK	-	4,224	4,316	4,382	4,547	4,775	Persons
	NGK Group	-	20,000	19,695	20,099	20,077	19,540	Persons
Number of employees by gender	NGK*2	Total	4,529	4,650	4,745	4,877	5,086	Persons
		Male	3,951	4,046	4,132	4,258	4,427	Persons
		Female	578	604	613	619	659	Persons
	NGK Group	Total	20,409	20,195	20,656	20,450	19,533	Persons
		Male	16,010	15,920	16,393	16,074	15,486	Persons
		Female	4,399	4,275	4,263	4,376	4,047	Persons
Number of employees by employment type	NGK	Full-time employee	4,529	4,650	4,745	4,877	5,086	Persons
		Contract employee	464	287	272	280	206	Persons
		Temporary employee	395	302	372	491	477	Persons
Employee composition by region	NGK Group	Japan	39	37	37	38	39.9	%
		Europe	21	25	25	24	24.3	%
		North and Central America	15	15	15	16	15.1	%
		Asia	23	22	22	21	20.4	%
		Other	1	1	1	1	0.4	%
Retention rate of new hires after 3 years	NGK	Total	93.5	92.8	90.3	88.7	97.1	%
		Male	95.2	92.7	91.0	90.7	96.6	%
		Female	85.1	93.3	87.9	81.8	100	%
Average age	NGK	Total	38.8	39.2	40.0	39.7	40.2	Years old
		Male	39.0	39.3	40.1	39.9	40.3	Years old
		Female	38.6	38.6	39.6	39.4	39.5	Years old
Average length of service	NGK	Total	13.7	14.3	15.6	15.5	15.0	Years
		Male	13.7	14.3	15.6	15.5	15.1	Years
		Female	14.1	14.1	15.6	15.5	14.6	Years
Average salary	NGK	-	7,770,318	7,635,830	7,696,997	8,240,174	8,553,909	Yen
Labor union membership rate*3	NGK	-	97	98	98	98	98	%
Employee turnover rate (Full-time employees only, excluding retiring employees)	NGK	Total	1.5	1.3	1.3	1.7	1.4	%
		Male	1.3	1.2	1.1	1.5	1.2	%
		Female	2.8	1.7	2.0	2.9	2.7	%
Voluntary resignation rate (Full-time employees only, excluding retiring employees)*4	NGK	Total	1.5	1.2	1.2	1.5	1.2	%
		Male	1.3	1.1	1.0	1.3	1.0	%
		Female	2.6	1.6	2.0	2.7	2.3	%

Employee Engagement

Satisfaction the Survey on Workplace Vitality*5	NGK	-	-	59.3	-	59.4	59.4	%
Survey on Workplace Vitality: career autonomy score	NGK	Target	-	-	-	3.5 or more	3.5 or more	points
		Result	-	-	-	3.60	3.66	points
Survey on Workplace Vitality: advancement of women in the workplace score	NGK	Target	-	-	-	3.5 or more	3.5 or more	points
		Result	-	-	-	3.45	3.50	points
Survey on Workplace Vitality: score related to utilization of diversity	NGK	Target	-	-	-	3.5 or more	3.5 or more	points
		Result	-	-	-	3.34	3.37	points
Survey on Workplace Vitality: score related to opportunities to take on challenges	NGK	Target	-	-	-	3.5 or more	3.5 or more	points
		Result	-	-	-	3.26	3.30	points
Survey on Workplace Vitality: score related to psychological safety	NGK	Target	-	-	-	3.5 or more	3.5 or more	points
		Result	-	-	-	3.71	3.73	points
Survey on Workplace Vitality: score related to worthwhileness of work	NGK	Target	-	-	-	3.5 or more	3.5 or more	points
		Result	-	3.49	-	3.49	3.48	points
Survey on Workplace Vitality: score related to work-life balance	NGK	Target	-	-	-	3.5 or more	3.5 or more	points
		Result	-	3.53	-	3.52	3.59	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

Childcare Support Measures

Item	Scope	Category	FY2019	FY2020	FY2021	FY2022	FY2023	Unit
Number of childcare leave takers	NGK	Total	40	64	79	157	172	Persons
		Male	19	35	56	127	143	Persons
		Female	21	29	23	30	29	Persons
Rate of employees that return to work after childcare leave	NGK	Total	100	100	99	100	100	%
Shortened working hours during childrearing	NGK	Number of leave takers	64	62	79	69	76	Persons

Item	Scope	Category	FY2019	FY2020	FY2021	FY2022	FY2023	Unit
Rate of employees taking child care leave	NGK	Male* ²	-	-	-	91	98	%
		Female* ³	-	-	-	103	87	%

*1 Fiscal year preceding disclosure : The fiscal year immediately preceding the fiscal year in which the announcement is made (Fiscal year)

*2 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

*3 Percentage of female workers who gave birth in the fiscal year preceding disclosure, who took childcare leave that year

*4 The rate of female childcare leave take-up is the ratio (b/a) of employees who took childcare leave for the first time during the fiscal year prior to the disclosure to the number of employees who had children born during the same fiscal year (a). (b) may exceed 100% because it includes employees who had children born in the fiscal year prior to the disclosure but did not take childcare leave during the fiscal year prior to the disclosure, but instead took childcare leave the following fiscal year.

*5 "-" indicates that the percentage was not calculated before the mandatory disclosure of childcare leave status.

NGK Unique System

Item	Scope	FY2019	FY2020	FY2021	FY2022	FY2023	Unit
Return to work after childbirth lump-sum payment	NGK	25	26	38	19	21	Persons
System for taking annual paid leave in hourly increments (for employees working shortened hours)	NGK	62	58	73	68	76	Persons
Childcare leave for fathers using accumulated vacation days	NGK	31	54	53	100	102	Persons
Pre-maternity leave interview	NGK	24	20	31	29	30	Persons
Interview before returning to work	NGK	25	25	32	27	24	Persons
Leave for accompanying a spouse's overseas assignment	NGK	2	0	1	4	3	Persons
Maternity gift	NGK	218	260	223	224	245	Persons
Babysitter expense subsidy	NGK	11	31	28	43	46	Persons
Childcare Concierge (available to those who live in the Tokyo metropolitan area)	NGK	1	0	0	0	0	Persons
Priority parking spaces to support childcare	NGK	40	40	41	37	46	Persons
Lump-sum payment for early return	NGK	5	3	4	4	4	Persons

Nursing Care Support

Item	Scope	Category	FY2019	FY2020	FY2021	FY2022	FY2023	Unit
Number of employees taking long-term nursing care leave	NGK	Total	1	1	1	3	2	Persons
	NGK	Male	1	0	0	2	0	Persons
	NGK	Female	0	1	1	1	2	Persons
Number of employees taking nursing care leave	NGK	Total	1	0	34	17	5	Persons
	NGK	Male	1	0	23	13	4	Persons
	NGK	Female	0	0	11	4	1	Persons

Diversity & Inclusion

Item	Scope	Category	FY2019	FY2020	FY2021	FY2022	FY2023	Unit
New graduate hires* ¹	NGK	Total	143	141	105	139	168	Persons
		Male	115	108	89	123	134	Persons
		Female	28	33	16	16	34	Persons
Rate of female employees among new graduate hires* ²	NGK	Total	28	34	17	14	23	%
		Sales and management-related; target 40%	44	52	33	29	50	%
		Engineering-related; target 20%	24	27	13	11	17	%
Mid-career hires	NGK	Total	63	26	37	109	118	Persons
		Male	49	20	34	95	99	Persons
		Female	14	6	3	14	19	Persons
Number of manufacturing contract employees promoted to being regular employees	NGK	Total	41	15	18	16	18	Persons
Rate of mid-career hires	NGK	Total	42	23	34	47	45	%
Rate of female employees* ³	NGK	-	12.8	13.0	12.9	12.7	13.0	%
	NGK Group	-	21.6	21.2	20.6	21.3	20.7	%
Number of key personnel (managers)	NGK	Total	900	969	1,028	1,085	1,150	Persons
		Male	874	940	993	1,044	1,107	Persons
		Female	26	29	35	41	43	Persons
		Dept. managers or higher	1	1	4	4	4	Persons
		Rate of female employees	2.9	3.0	3.4	3.8	3.7	%
	Group companies outside Japan	Rate of female employees	20.2	23.1	23.1	19.4	21.3	%
Female Directors	NGK	Total	13	9	9	9	9	Persons
		Female	1	1	1	1	1	Persons
		Rate	7.7	11.1	11.1	11.1	11.1	%
Rate of employees with disabilities	NGK, NGK YU-Service, NGK Ceramic Device	Number of people	135	145	155	160	172	Persons
		Employment rate	2.20	2.35	2.46	2.43	2.55	%

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

*2 Applies to regular-position employees

*3 Rate among all employees

Number of Female Key Personnel (Managers) as of March 31, 2024

Item	Category	NGK	Group companies in Japan	Group companies outside Japan	Total	Unit
Number of female key personnel (employees in managerial positions)	Total	1,150	292	647	2,089	Persons
	Male	1,107	288	509	1,904	Persons
	Female	43	4	138	185	Persons
	Rate of female employees	3.7	1.4	21.3	8.9	%

Wage Gap between Male and Female Employees in FY2023

Item	Scope	Category	FY2023	Unit
Wage gap between male and female employees	NGK	All employees	79.0	%
		Regular employment employees	78.9	%
		Part-time and fixed-term employees	97.6	%

Item	Scope	Category	Average salary for men	Average salary for women	FY2023	Unit
Wage gap between male and female employees (by manager level and non-manager level)	NGK	Manager level (basic salary only)	7,497,247 yen	7,355,633 yen	98.1	%
		Manager level (basic salary + other financial incentives)	12,172,829 yen	11,590,610 yen	95.2	%
		Non-manager level (basic salary only) *counting for full-time employees only	4,293,918 yen	4,092,891 yen	95.3	%
		Non-manager level (basic salary + other financial incentives) *counting for full-time employees only	7,667,856 yen	6,595,807 yen	86.0	%

Internal Job Application System

Item	Scope	Category	FY2019	FY2020	FY2021	FY2022	FY2023	Unit
Job application system	NGK	Number of jobs posted	28	9	59	80	77	Cases
		Number of recruits	37	13	86	108	87	Persons
		Number of applicants	18	15	50	56	60	Persons
		Number of successful applications	7	6	17	25	30	Persons

Human Resource Development

Item	Scope	Category	FY2019	FY2020	FY2021	FY2022	FY2023	Unit
Training participant summary (total number of people)	NGK	Total	4,685	2,527	8,201	6,377	4,760	Persons
		Key personnel	813	480	665	719	902	Persons
		General employees	3,873	2,047	7,536	5,658	3,858	Persons
Average annual hours spent for training per full-time employee	NGK	Total	21.4	6.0	28.0	18.0	11.4	Hours
		Key personnel	12.3	4.2	18.0	11.0	9.9	Hours
		General employees	23.7	6.4	31.0	20.0	11.7	Hours
Average annual cost of training per full-time employee		-	53,000	22,000	29,522	31,138	39,498	Yen

Occupational Safety and Health

Item	Scope	Category	FY2019	FY2020	FY2021	FY2022	FY2023	Unit	
Number of work-related fatalities	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	
Number of work-related accidents	NGK	Lost worktime accidents	0	1	2	3	3	Cases	
		Non-lost worktime accidents	7	3	1	1	4	Cases	
		Total	7	4	3	4	7	Cases	
	Manufacturing Group companies in Japan	Lost worktime accidents	1	3	3	9	3	Cases	
		Non-lost worktime accidents	7	8	2	2	7	Cases	
		Total	8	11	5	11	10	Cases	
	Manufacturing Group companies outside Japan	Lost worktime accidents	13	7	24	21	16	Cases	
		Non-lost worktime accidents	6	3	6	3	6	Cases	
		Total	19	10	30	24	22	Cases	
	Group total	-	34	25	38	39	39	Cases	
	Number of work-related accidents at the level of lost worktime accidents and more serious in contractors	NGK	-	0	1	0	0	0	Cases
		Manufacturing Group companies in Japan	-	0	0	0	0	1	Cases
Manufacturing Group companies outside Japan		-	3	1	2	2	3	Cases	
Group total		-	3	2	2	2	4	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	-	0.012	0.004	0.115	0.030	0.012	Days/hours x 1,000	
	NGK	-	0.000	0.002	0.388	0.021	0.014	Days/hours x 1,000	
	Manufacturing Group companies in Japan	-	0.006	0.004	0.004	0.032	0.001	Days/hours x 1,000	
	Manufacturing Group companies outside Japan	-	0.020	0.006	0.035	0.033	0.015	Days/hours x 1,000	
	All industries (Japan, sites with 1,000 or more employees)*1	-	0.03	0.03	0.04	0.03	0.02	Days/hours x 1,000	
	Manufacturing industry (Japan, sites with 1,000 or more employees)*1	-	0.04	0.03	0.03	0.02	0.02	Days/hours x 1,000	
Lost time injury frequency (number of lost time injuries per 1 million hours worked)	NGK Group	-	0.34	0.28	0.67	0.79	0.55	Persons/hours x 1,000,000	
	NGK	-	0.00	0.10	0.19	0.28	0.28	Persons/hours x 1,000,000	
	Manufacturing Group companies in Japan	-	0.13	0.46	0.43	1.27	0.42	Persons/hours x 1,000,000	
	Manufacturing Group companies outside Japan	-	0.56	0.31	0.93	0.86	0.72	Persons/hours x 1,000,000	
	All industries (Japan, sites with 1,000 or more employees)*1	-	0.47	0.69	0.69	0.62	0.56	Persons/hours x 1,000,000	
	Manufacturing industry (Japan, sites with 1,000 or more employees)*1	-	0.26	0.28	0.31	0.30	0.32	Persons/hours x 1,000,000	
Occupational illness frequency rate (n/million work hours)	NGK	-	0.00	0.00	0.00	0.00	0.00	%	
Acquisition of occupational safety and health management system certification*2	NGK	ISO 45001 and JIS Q 45100	100	100	100	100	100	%	
	11 manufacturing Group companies in Japan	ISO 45001 and JIS Q 45100	100	100	100	100	100	%	
	14 manufacturing Group companies outside Japan	ISO 45001	73	93	100	100	100	%	

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

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

Mental and Physical Health Promotion

Item	Scope	Category	FY2019	FY2020	FY2021	FY2022	FY2023	Unit
Hours / overtime hours worked (Annual fixed working hours: 1,919 hours)	NGK general employees	Annual actual working hours	2,059	2,044	2,044	2,016	1,999	Hours
		Average overtime work per month	23.7	21.6	23.4	22.8	20.8	Hours
	NGK general employees	Average overtime work per month	2,056	2,057	2,059	2,029	2,013	Hours
		Average overtime work per month	23.6	22.0	23.8	23.2	21.0	Hours
	NGK manufacturing divisions	Average overtime work per month	2,067	2,061	2,056	2,024	2,006	Hours
		Average overtime work per month	24.4	22.8	24.1	23.2	20.9	Hours
	NGK non-manufacturing divisions	Average overtime work per month	2,052	2,037	2,038	2,011	1,997	Hours
		Average overtime work per month	23.2	21.1	23.1	22.6	20.7	Hours
Paid leave: number of days used, utilization rate	NGK	Average overtime work per month	14.1	11.9	13.8	15.1	14.5	Days
		Utilization rate	77.5	67.5	76.5	83.3	88.1	%
Number of employees having consultations about long work hours* ¹	NGK	All	78	67	37	27	37	Persons
Rate of employees taking stress checks	NGK	-	95.9	94.1	95.3	95.4	96.4	%
Rate of employees taking stress checks	NGK	-	10.7	9.9	9.0	9.5	7.9	%
Rate of employees taking stress checks	NGK	All	614	585	517	565	583	Persons
		New hires	143	140	105	139	168	Persons
		General employees	339	362	307	311	287	Persons
		Key personnel	132	83	105	115	128	Persons
Regular health exams* ²	NGK	Total target employees	4,855	4,894	4,728	4,910	5,138	Persons
		Total target employees	4,855	4,894	4,728	4,910	5,138	Persons
		Total target employees	100	100	100	100	100	%
Rate of taking specific health checkups* ³	NGK employees and families	-	87.2	85.7	88.7	89.7	-	%
Rate of recipients of specific health guidance* ³		-	14.3	15.6	13.3	14.0	-	%
Rate of completion of specific health guidance* ³		-	56.1	57.5	59.1	57.5	-	%
Number of participants in health lectures* ⁴	NGK managers	-	300	-	-	-	-	Persons
Number of participants in health lectures* ⁴	NGK employees and families	-	1,199	1,560	1,505	865	938	Persons
Number of participants in smartphone health apps* ⁴	NGK employees and families	-	1,127	1,134	1,511	1,703	1,917	Persons
Number of participants in recreational walks* ⁴	NGK employees and families	-	223	-	-	-	356	Persons
Online seminars	NGK employees and families	-	-	146	1,002	436	386	Persons
Smoking rate	NGK	-	25.4	23.6	21.9	21.9	21.6	%

*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 The FY2023 figures will be released around December 2024.

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

Quality Management System

Item	Scope	FY2019	FY2020	FY2021	FY2022	FY2023	Unit
Acquisition of ISO 9001 or IATF 16949 certification/percentage	NGK Group	97	100	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	FY2019	FY2020	FY2021	FY2022	FY2023	Unit
Social contribution expenditures	NGK Group	2.73	2.96	5.33	7.54	6.41	100 million yen
Number of social contribution programs		13	10	16	10	10	Cases
Number of collaborations with NPOs/NGOs		4	4	3	2	2	Cases