

# Social Data Collection

## Basic Information on Employees

Item	Scope	Category	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Number of employees* <sup>1</sup>	NGK	-	4,316	4,382	4,547	4,775	4,876	Persons
	NGK Group	-	19,695	20,099	20,077	19,540	19,931	Persons
Number of employees by gender	NGK* <sup>2</sup>	Total	4,650	4,745	4,877	5,086	5,236	Persons
		Male	4,046	4,132	4,258	4,427	4,544	Persons
		Female	604	613	619	659	692	Persons
	NGK Group	Total	20,195	20,656	20,450	19,533	19,892	Persons
		Male	15,920	16,393	16,074	15,486	15,698	Persons
		Female	4,275	4,263	4,376	4,047	4,194	Persons
Number of employees by employment type	NGK	Full-time employee	4,650	4,745	4,877	5,086	5,236	Persons
		Contract employee	287	272	280	206	140	Persons
		Temporary employee	302	372	491	477	471	Persons
Employee composition by region	NGK Group	Japan	37	37	38	39.9	40.1	%
		Europe	25	25	24	24.3	24.0	%
		North and Central America	15	15	16	15.1	15.8	%
		Asia	22	22	21	20.4	19.9	%
		Other	1	1	1	0.4	0.2	%
Retention rate of new hires after 3 years	NGK	Total	92.8	90.3	88.7	97.1	95.7	%
		Male	92.7	91.0	90.7	96.6	96.7	%
		Female	93.3	87.9	81.8	100	88	%
Average age	NGK	Total	39.2	40.0	39.7	40.2	40.5	Years old
		Male	39.3	40.1	39.9	40.3	40.7	Years old
		Female	38.6	39.6	39.4	39.5	39.5	Years old
Average length of service	NGK	Total	14.3	15.6	15.5	15.0	15.3	Years
		Male	14.3	15.6	15.5	15.1	15.4	Years
		Female	14.1	15.6	15.5	14.6	14.5	Years
Average salary	NGK	-	7,635,830	7,696,997	8,240,174	8,553,909	8,453,574	Yen
Labor union membership rate* <sup>3</sup>	NGK	-	98	98	98	98	97	%
Employee turnover rate (Full-time employees only, excluding retiring employees)	NGK	Total	1.3	1.3	1.7	1.4	1.5	%
		Male	1.2	1.1	1.5	1.2	1.4	%
		Female	1.7	2.0	2.9	2.7	2.2	%
Voluntary resignation rate (Full-time employees only, excluding retiring employees)* <sup>4</sup>	NGK	Total	1.2	1.2	1.5	1.2	1.4	%
		Male	1.1	1.0	1.3	1.0	1.3	%
		Female	1.6	2.0	2.7	2.3	2.0	%
	NGK Group	-	-	-	-	-	6.3	%

## Employee Engagement

Satisfaction the Survey on Workplace Vitality* <sup>5</sup>	NGK	-	59.3	-	59.4	59.4	60.6	%
Survey on Workplace Vitality: career autonomy score	NGK	Target	-	-	3.5 or more	3.5 or more	3.5 or more	points
		Result	-	-	3.60	3.66	3.67	points
Survey on Workplace Vitality: advancement of women in the workplace score	NGK	Target	-	-	3.5 or more	3.5 or more	3.5 or more	points
		Result	-	-	3.45	3.50	3.54	points
Survey on Workplace Vitality: score related to utilization of diversity	NGK	Target	-	-	3.5 or more	3.5 or more	3.5 or more	points
		Result	-	-	3.34	3.37	3.41	points
Survey on Workplace Vitality: score related to opportunities to take on challenges	NGK	Target	-	-	3.5 or more	3.5 or more	3.5 or more	points
		Result	-	-	3.26	3.30	3.31	points
Survey on Workplace Vitality: score related to psychological safety	NGK	Target	-	-	3.5 or more	3.5 or more	3.5 or more	points
		Result	-	-	3.71	3.73	3.75	points
Survey on Workplace Vitality: score related to worthwhileness of work	NGK	Target	-	-	3.5 or more	3.5 or more	3.5 or more	points
		Result	3.49	-	3.49	3.48	3.54	points
Survey on Workplace Vitality: score related to work-life balance	NGK	Target	-	-	3.5 or more	3.5 or more	3.5 or more	points
		Result	3.53	-	3.52	3.59	3.61	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 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	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Number of childcare leave takers	NGK	Total	64	79	157	172	201	Persons
		Male	35	56	127	143	115	Persons
		Female	29	23	30	29	28	Persons
Rate of employees that return to work after childcare leave	NGK	Total	100	99	100	100	100	%
Shortened working hours during childrearing	NGK	Number of leave takers	62	79	69	76	84	Persons

Item	Scope	Category	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Rate of employees taking child care leave	NGK	Male* <sup>2</sup>	-	-	91	98	97	%
		Female* <sup>3</sup>	-	-	103	87	104	%

\*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	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Return to work after childbirth lump-sum payment	NGK	26	38	19	21	26	Persons
System for taking annual paid leave in hourly increments (for employees working shortened hours)	NGK	58	73	68	76	103	Persons
Support Leave for Return to Work after Childbirth Lump-Sum Payment	NGK	16	15	34	37	31	Persons
Childcare leave for fathers using accumulated vacation days	NGK	54	53	100	102	92	Persons
Pre-maternity leave interview	NGK	20	31	29	30	34	Persons
Interview before returning to work	NGK	25	32	27	24	36	Persons
Leave for accompanying a spouse's overseas assignment	NGK	0	1	4	3	5	Persons
Maternity gift	NGK	260	223	224	245	219	Persons
Babysitter expense subsidy	NGK	31	28	43	46	43	Persons
Childcare Concierge (available to those who live in the Tokyo metropolitan area)	NGK	0	0	0	0	0	Persons
Priority parking spaces to support childcare	NGK	40	41	37	46	47	Persons
Lump-sum payment for early return	NGK	3	4	4	4	6	Persons

### Nursing Care Support

Item	Scope	Category	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Number of employees taking long-term nursing care leave	NGK	Total	1	1	3	2	4	Persons
	NGK	Male	0	0	2	0	1	Persons
	NGK	Female	1	1	1	2	3	Persons
Number of employees taking nursing care leave	NGK	Total	0	34	17	5	6	Persons
	NGK	Male	0	23	13	4	3	Persons
	NGK	Female	0	11	4	1	3	Persons

## Diversity & Inclusion

Item	Scope	Category	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
New graduate hires* <sup>1</sup>	NGK	Total	141	105	139	168	175	Persons
		Male	108	89	123	134	146	Persons
		Female	33	16	16	34	29	Persons
Rate of female employees among new graduate hires* <sup>2</sup>	NGK	Total	34	17	14	23	20	%
		Sales and management-related; target 40%	52	33	29	50	42	%
		Engineering-related; target 20%	27	13	11	17	14	%
Mid-career hires	NGK	Total	26	37	109	118	99	Persons
		Male	20	34	95	99	74	Persons
		Female	6	3	14	19	25	Persons
Number of manufacturing contract employees promoted to being regular employees	NGK	Total	15	18	16	18	13	Persons
Rate of mid-career hires	NGK	Total	23	34	47	45	39	%
Rate of female employees* <sup>3</sup>	NGK	-	13.0	12.9	12.7	13.0	13.2	%
	NGK Group	-	21.2	20.6	21.3	20.7	21.1	%
Number of key personnel (managers)	NGK	Total	969	1,028	1,085	1,150	1,206	Persons
		Male	940	993	1,044	1,107	1,158	Persons
		Female	29	35	41	43	48	Persons
		Dept. managers or higher	1	4	4	4	5	Persons
		Rate of female employees	3.0	3.4	3.8	3.7	4.0	%
	Group companies outside Japan	Rate of female employees	23.1	23.1	19.4	21.3	20.5	%
Female Directors	NGK	Total	9	9	9	9	10	Persons
		Female	1	1	1	1	3	Persons
		Rate	11.1	11.1	11.1	11.1	30.0	%
Rate of employees with disabilities	NGK, NGK YU-Service, NGK Ceramic Device	Number of people	145	155	160	172	195	Persons
		Employment rate	2.35	2.46	2.43	2.55	2.83	%

\*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, 2025

Item	Category	NGK	Group companies in Japan	Group companies outside Japan	Total	Unit
Number of female key personnel (employees in managerial positions)	Total	1,206	303	639	2,148	Persons
	Male	1,158	298	508	1,964	Persons
	Female	48	5	131	184	Persons
	Rate of female employees	4.0	1.7	20.5	8.6	%

### Wage Gap between Male and Female Employees in FY2024

Item	Scope	Category	FY2024	Unit
Wage gap between male and female employees	NGK	All employees	79.5	%
		Regular employment employees	79.5	%
		Part-time and fixed-term employees	95.5	%

Item	Scope	Category	Average salary for men	Average salary for women	FY2024	Unit
Wage gap between male and female employees (by manager level and non-manager level)	NGK	Manager level (basic salary only)	6,982,136 yen	6,721,675 yen	96.3	%
		Manager level (basic salary + other financial incentives)	11,995,456 yen	11,205,652 yen	93.4	%
		Non-manager level (basic salary only) *counting for full-time employees only	4,193,096 yen	4,018,306 yen	95.8	%
		Non-manager level (basic salary + other financial incentives) *counting for full-time employees only	7,559,992 yen	6,565,227 yen	86.8	%

## Internal Job Application System

Item	Scope	Category	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Job application system	NGK	Number of jobs posted	9	59	80	77	63	Cases
		Number of recruits	13	86	108	87	94	Persons
		Number of applicants	15	50	56	60	42	Persons
		Number of successful applications	6	17	25	30	18	Persons

## Human Resource Development

Item	Scope	Category	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Training participant summary (total number of people)	NGK	Total	2,527	8,201	6,377	4,760	7,171	Persons
		Key personnel	480	665	719	902	1,356	Persons
		General employees	2,047	7,536	5,658	3,858	5,815	Persons
Total		6.0	28.0	18.0	11.4	11.7	Hours	
Key personnel		4.2	18.0	11.0	9.9	11.6	Hours	
General employees		6.4	31.0	20.0	11.7	11.7	Hours	
Average annual cost of training per full-time employee		-	22,000	29,522	31,138	39,498	45,712	Yen

## Occupational Safety and Health

Item	Scope	Category	FY2020	FY2021	FY2022	FY2023	FY2024	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	1	2	3	3	2	Cases
		Non-lost worktime accidents	3	1	1	4	4	Cases
		Total	4	3	4	7	6	Cases
	Manufacturing Group companies in Japan	Lost worktime accidents	3	3	9	3	4	Cases
		Non-lost worktime accidents	8	2	2	7	6	Cases
		Total	11	5	11	10	10	Cases
	Manufacturing Group companies outside Japan	Lost worktime accidents	8	24	21	16	24	Cases
		Non-lost worktime accidents	2	6	3	6	10	Cases
		Total	10	30	24	22	34	Cases
	Group total	-	25	38	39	39	50	Cases
Number of work-related accidents at the level of lost worktime accidents and more serious in contractors	NGK	-	1	0	0	0	3	Cases
	Manufacturing Group companies in Japan	-	0	0	0	0	1	Cases
	Manufacturing Group companies outside Japan	-	1	1	2	3	3	Cases
	Group total	-	2	2	2	4	7	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	-	0.004	0.111	0.025	0.010	0.015	Days/hours x 1,000
	NGK	-	0.002	0.387	0.019	0.012	0.002	Days/hours x 1,000
	Manufacturing Group companies in Japan	-	0.003	0.003	0.026	0.001	0.004	Days/hours x 1,000
	Manufacturing Group companies outside Japan	-	0.005	0.029	0.028	0.013	0.026	Days/hours x 1,000
	All industries (Japan, sites with 1,000 or more employees)*1	-	0.03	0.04	0.03	0.02	0.03	Days/hours x 1,000
	Manufacturing industry (Japan, sites with 1,000 or more employees)*1	-	0.03	0.03	0.02	0.02	0.04	Days/hours x 1,000
Lost time injury frequency rate (Number of injuries resulting in lost worktime accident per million working hours)	NGK Group	-	0.31	0.67	0.79	0.55	0.73	Persons/hours x 1,000,000
	NGK	-	0.10	0.19	0.28	0.28	0.18	Persons/hours x 1,000,000
	Manufacturing Group companies in Japan	-	0.46	0.43	1.27	0.42	0.50	Persons/hours x 1,000,000
	Manufacturing Group companies outside Japan	-	0.36	0.93	0.86	0.72	1.09	Persons/hours x 1,000,000
	All industries (Japan, sites with 1,000 or more employees)*1	-	0.69	0.69	0.62	0.56	0.59	Persons/hours x 1,000,000
	Manufacturing industry (Japan, sites with 1,000 or more employees)*1	-	0.28	0.31	0.30	0.32	0.33	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	93	100	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	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Hours / overtime hours worked (Annual fixed working hours: 1,919 hours)	NGK general employees	Annual actual working hours	2,044	2,044	2,016	1,999	1,971	Hours
		Average overtime work per month	21.6	23.4	22.8	20.8	20.2	Hours
	NGK general employees	Average overtime work per month	2,057	2,059	2,029	2,013	1,985	Hours
		Average overtime work per month	22.0	23.8	23.2	21.0	20.3	Hours
	NGK manufacturing divisions	Average overtime work per month	2,061	2,056	2,024	2,006	1,976	Hours
		Average overtime work per month	22.8	24.1	23.2	20.9	20.5	Hours
	NGK non-manufacturing divisions	Average overtime work per month	2,037	2,038	2,011	1,997	1,969	Hours
		Average overtime work per month	21.1	23.1	22.6	20.7	20.1	Hours
Paid leave: number of days used, utilization rate	NGK	Average overtime work per month	11.9	13.8	15.1	14.5	16.5	Days
		Utilization rate	67.5	76.5	83.3	88.1	83.2	%
Number of employees having consultations about long work hours*1	NGK	All	67	37	27	37	20	Persons
Rate of employees taking stress checks	NGK	-	94.1	95.3	95.4	96.4	95.9	%
Rate of employees taking stress checks	NGK	-	9.9	9.0	9.5	7.9	6.8	%
Rate of employees taking stress checks	NGK	All	585	517	565	583	603	Persons
		New hires	140	105	139	168	175	Persons
		General employees	362	307	311	287	295	Persons
		Key personnel	83	105	115	128	133	Persons
Regular health exams*2	NGK	Total target employees	4,894	4,728	4,910	5,138	5,284	Persons
		Total target employees	4,894	4,728	4,910	5,138	5,284	Persons
		Total target employees	100	100	100	100	100	%
Rate of taking specific health checkups*3	NGK employees and families	-	85.7	88.7	89.7	89.3	-	%
Rate of recipients of specific health guidance*3		-	15.6	13.3	14.0	14.5	-	%
Rate of completion of specific health guidance*3		-	57.5	59.1	57.5	87.5	-	%
Number of participants in health lectures*4	NGK employees and families	-	1,560	1,505	865	938	508	Persons
Number of participants in smartphone health apps*4	NGK employees and families	-	1,134	1,511	1,703	1,917	2,066	Persons
Number of participants in recreational walks*4	NGK employees and families	-	-	-	-	356	553	Persons
Online seminars	NGK employees and families	-	146	1,002	436	386	294	Persons
Smoking rate	NGK	-	23.6	21.9	21.9	21.6	19.5	%

\*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 FY2024 figures will be released around January 2026

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

Quality Management System

Item	Scope	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Acquisition of ISO 9001 or IATF 16949 certification/percentage	NGK Group	100	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	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Social contribution expenditures	NGK Group	2.96	5.33	7.54	6.41	6.78	100 million yen
Number of social contribution programs		10	16	10	10	10	Cases
Number of collaborations with NPOs/NGOs		4	3	2	2	8	Cases