

NSG Group: Human Resources Data

Number of employee by gender

		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
NSG	Male FTEs	1,943	1,979	1,993	2,000	1,958	1,928	1,952	2,012.0
	Female FTEs	201	194	197	198	193	195	204	215.0
	Total FTEs	2,144	2,173	2,190	2,198	2,151	2,123	2,156	2,227.0
Subsidiaries	Male FTEs	22,493	22,689	21,925	21,573	20,499	19,400	19,793	19,797.0
	Female FTEs	4,453	4,538	4,510	4,534	4,343	4,225	4,565	4,537.0
	Total FTEs	26,946	27,226	26,435	26,106	24,840	23,625	24,358	24,334.0
NSG Group	Male FTEs	24,436	24,668	23,918	23,573	22,457	21,328	21,745	21,809.0
	Female FTEs	4,654	4,732	4,707	4,732	4,536	4,420	4,769	4,752.0
	Total FTEs	29,090	29,399	28,625	28,304	26,991	25,748	26,514	26,561.0

Data collection at the end of December in each year

Number of employee by region and gender

		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Japan	Male FTEs	4,428	4,431	4,252	4,005	3,755	3,541	3,777	3,812.5
	Female FTEs	818	839	829	755	715	578	770	772.5
	Total FTEs	5,246	5,270	5,081	4,760	4,469	4,119	4,547	4,585.0
Asia	Male FTEs	2,784	2,834	2,963	2,802	2,595	2,786	1,691	1,951.0
	Female FTEs	572	583	571	548	559	688	355	387.0
	Total FTEs	3,356	3,417	3,534	3,350	3,153	3,474	2,046	2,338.0
Europe	Male FTEs	11,049	11,107	10,696	10,692	10,191	9,414	10,198	9,740.5
	Female FTEs	2,132	2,148	2,196	2,255	2,151	1,977	2,291	2,171.0
	Total FTEs	13,181	13,254	12,892	12,947	12,342	11,391	12,489	11,911.5
North America	Male FTEs	3,530	3,625	3,495	3,540	3,433	3,558	3,817	4,105.0
	Female FTEs	914	928	847	918	849	854	1,017	1,066.5
	Total FTEs	4,444	4,553	4,342	4,458	4,282	4,412	4,834	5,171.5
South America	Male FTEs	2,645	2,671	2,512	2,534	2,483	2,293	2,264	2,200.0
	Female FTEs	219	234	264	256	262	297	337	355.0
	Total FTEs	2,864	2,905	2,776	2,790	2,745	2,590	2,601	2,555.0
NSG Group	Male FTEs	24,436	24,668	23,918	23,573	22,457	20,199	21,745	21,809.0
	Female FTEs	4,654	4,732	4,707	4,732	4,536	4,050	4,769	4,752.0
	Total FTEs	29,090	29,399	28,625	28,304	26,991	24,249	26,514	26,561.0

Data collection at the end of December in each year

Number of employee by gender and employment contract

			FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
NSG Group	Male	Permanent employees FTEs	22,234	22,482	22,038	21,832	20,942	20,199	20,405	20,696.0
		Temporary employees FTEs	2,202	2,186	1,880	1,741	1,515	1,129	1,340	1,113.0
		Total FTEs	24,436	24,668	23,918	23,573	22,457	21,328	21,745	21,809.0
	Female	Permanent employees FTEs	4,016	4,089	4,104	4,231	4,041	4,050	4,299	4,391.0
		Temporary employees FTEs	638	643	603	501	494	370	470	361.0
		Total FTEs	4,654	4,732	4,707	4,732	4,535	4,420	4,769	4,752.0
	Total	Permanent employees FTEs	26,250	26,571	26,142	26,063	24,983	24,249	24,704	25,087.0
		Temporary employees FTEs	2,840	2,829	2,483	2,241	2,009	1,499	1,810	1,474.0
		Total FTEs	29,090	29,399	28,625	28,304	26,991	25,748	26,514	26,561.0

Data collection at the end of December in each year

Number of employee by region and employment contract

		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Japan	Permanent employees FTEs	4,354	4,407	4,252	3,990	3,784	4,119	4,016	4,013.0
	Temporary employees FTEs	892	863	829	770	684	172	531	572.0
	Total FTEs	5,246	5,270	5,081	4,760	4,468	4,291	4,547	4,585.0
Asia	Permanent employees FTEs	3,006	2,937	3,082	2,889	2,780	1,737	1,797	2,105.0
	Temporary employees FTEs	350	480	452	461	374	322	249	233.0
	Total FTEs	3,356	3,417	3,534	3,350	3,154	2,059	2,046	2,338.0
Europe	Permanent employees FTEs	11,839	11,931	11,796	12,056	11,475	11,391	11,615	11,257.5
	Temporary employees FTEs	1,342	1,324	1,097	891	867	917	939	654.0
	Total FTEs	13,181	13,254	12,892	12,947	12,342	12,308	12,554	11,911.5
North America	Permanent employees FTEs	4,249	4,431	4,285	4,421	4,266	4,412	4,829	5,165.5
	Temporary employees FTEs	195	122	57	37	16	12	9	6.0
	Total FTEs	4,444	4,553	4,342	4,458	4,282	4,424	4,838	5,171.5
South America	Permanent employees FTEs	2,803	2,865	2,728	2,707	2,677	2,590	2,514	2,546.0
	Temporary employees FTEs	61	40	48	83	68	76	87	9.0
	Total FTEs	2,864	2,905	2,776	2,790	2,745	2,666	2,601	2,555.0
NSG Group	Permanent employees FTEs	26,250	26,571	26,142	26,063	24,982	24,249	24,771	25,087.0
	Temporary employees FTEs	2,840	2,829	2,483	2,241	2,009	1,499	1,815	1,474.0
	Total FTEs	29,090	29,399	28,625	28,304	26,991	25,748	26,613	26,561.0

Data collection at the end of December in each year

Number of new permanent employees

			FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
NSG	New graduates recruitment	Male	18	21	28	25	9	5	13	27
		Female	3	3	6	1	2	0	1	4
		Total	21	24	34	26	11	5	14	31
	Mid-career recruitment	Male	28	39	58	7	25	49	70	93
		Female	1	4	9	1	1	8	9	14
		Total	29	43	67	8	26	57	79	107
	Total	Male	46	60	86	32	34	54	83	120
		Female	4	7	15	2	3	8	10	18
		Total	50	67	101	34	37	62	93	138

Data collection from April to March in each year

Percentage of new permanent employees

			FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
NSG	New graduates and mid-career		2.2%	3.0%	4.5%	1.6%	1.9%	3.2%	4.5%	7.0%

Percentage of new graduates and mid-career hires among full-time employees.

Data collection at the end of March in each year

Retention rate of new graduates recruitment

		1st April 2017		1st April 2018		1st April 2019		1st April 2020		1st April 2021		1st April 2022	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
NSG	Number of new graduates recruitment	18	3	21	3	28	6	25	1	9	2	5	0
	Number of enrolled employees among them	15	2	16	2	23	4	22	1	8	1	5	-
	Retention rate after 2 years	83.3%	66.7%	76.2%	66.7%	82.1%	66.7%	88.0%	100.0%	88.9%	50.0%	100.0%	-

Employment rate of permanent employees with disabilities

		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
NSG and main subsidiaries in Japan		2.0%	2.2%	2.2%	2.4%	2.4%	2.7%	2.9%	2.9%

Data collection at the end of March in each year

Turnover of permanent employees

		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
NSG	Number of employees leaving	27	34	41	73	119	57	23	25
	Turnover rate	1.2%	1.5%	1.8%	3.4%	6.1%	3.0%	1.5%	1.3%

Data collection at the end of March in each year

Percentage of senior management from the local community

		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
NSG Group		86.7%	81.3%	80.7%	82.5%	78.2%	78.6%	77.8%	76.4%

Data collection at the end of March in each year

Percentage of female in managerial positions

		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
NSG Group		12.8%	15.2%	14.0%	14.6%	14.4%	16.8%	18.0%

Data collection at the end of December in each year

Percentage of female within the organization's board

		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
NSG Group		0%	0%	0%	0%	16.7%	16.7%	

Data collection at the end of March in each year

Union Organization Rate

		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
NSG		70.4%	70.0%	70.6%	71.1%	73.5%	78.6%	72.7%	78.8%

Data collection at the end of March in each year

Parental leave of permanent employees

			FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
NSG	Number of employees taking parental leave	Male	1	1	1	6	4	9	16	16
		Female	5	3	6	3	1	3	1	3
		Total	6	4	7	9	5	12	17	19
	Return to work rate	Male	100%	100%	100%	100%	100%	100%	100%	100%
		Female	100%	100%	100%	100%	100%	100%	100%	100%
		Total	100%	100%	100%	100%	100%	100%	100%	100%

Data collection from April to March in each year

Work-life balance index of permanent employees

		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
NSG	Acquisition rate of paid holidays	78.5%	83.5%	83.5%	81.7%	82.2%	80.6%	79.7%	82.3%
	Annual overtime hours worked per person	172	179	169	114	133	125	137	119
	Annual actual working hours per person	1,903	1,902	1,869	1,840	1,859	1,852	1,813	1,836

Data collection from April to March in each year

[Notes]

1) "NSG" in the tables means Nippon Sheet Glass Co., Ltd.

2) "FTE" in the tables means Full-Time Equivalent.

3) As of 2025, the rounding method for FTE data has been standardized. Rounding is now applied exclusively at the final stage of calculating the total headcount for the entire group.