

NSG Group: Human Resources Data

Number of employee by gender

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3
NSG	Male FTEs	1,943	1,979	1,993	2,000	1,958	1,928	1,952	2,012
	Female FTEs	201	194	197	198	193	195	204	215
	Total FTEs	2,144	2,173	2,190	2,198	2,151	2,123	2,156	2,227
Subsidiaries	Male FTEs	22,493	22,689	21,925	21,573	20,499	19,401	19,793	19,797
	Female FTEs	4,453	4,538	4,510	4,534	4,342	4,227	4,565	4,537
	Total FTEs	26,946	27,226	26,435	26,106	24,840	23,627	24,358	24,334
NSG Group	Male FTEs	24,436	24,668	23,918	23,573	22,457	21,329	21,745	21,809
	Female FTEs	4,654	4,732	4,707	4,732	4,535	4,422	4,769	4,752
	Total FTEs	29,090	29,399	28,625	28,304	26,991	25,750	26,514	26,561

Data collection at the end of December in each year

Number of employee by region and gender

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3
Japan	Male FTEs	4,428	4,431	4,252	4,005	3,755	3,638	3,777	3,813
	Female FTEs	818	839	829	755	715	653	770	773
	Total FTEs	5,246	5,270	5,081	4,760	4,469	4,291	4,547	4,585
Asia	Male FTEs	2,784	2,834	2,963	2,802	2,595	1,704	1,691	1,951
	Female FTEs	572	583	571	548	559	355	355	387
	Total FTEs	3,356	3,417	3,534	3,350	3,154	2,059	2,046	2,338
Europe	Male FTEs	11,049	11,107	10,696	10,692	10,191	10,067	10,198	9,741
	Female FTEs	2,132	2,148	2,196	2,255	2,151	2,241	2,291	2,171
	Total FTEs	13,181	13,254	12,892	12,947	12,342	12,308	12,489	11,912
North America	Male FTEs	3,530	3,625	3,495	3,540	3,433	3,563	3,817	4,105
	Female FTEs	914	928	847	918	849	861	1,017	1,067
	Total FTEs	4,444	4,553	4,342	4,458	4,282	4,424	4,834	5,172
South America	Male FTEs	2,645	2,671	2,512	2,534	2,483	2,357	2,264	2,200
	Female FTEs	219	234	264	256	262	312	337	355
	Total FTEs	2,864	2,905	2,776	2,790	2,745	2,669	2,601	2,555
NSG Group	Male FTEs	24,436	24,668	23,918	23,573	22,457	21,329	21,745	21,809
	Female FTEs	4,654	4,732	4,707	4,732	4,535	4,422	4,769	4,752
	Total FTEs	29,090	29,399	28,625	28,304	26,991	25,750	26,514	26,561

Data collection at the end of December in each year

Number of employee by gender and employment contract

			FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3
NSG Group	Male	Permanent employees FTEs	22,234	22,482	22,038	21,832	20,942	20,200	20,405	20,696
		Temporary employees FTEs	2,202	2,186	1,880	1,741	1,515	1,129	1,340	1,113
		Total FTEs	24,436	24,668	23,918	23,573	22,457	21,329	21,745	21,809
	Female	Permanent employees FTEs	4,016	4,089	4,104	4,231	4,041	4,052	4,299	4,391
		Temporary employees FTEs	638	643	603	501	494	370	470	361
		Total FTEs	4,654	4,732	4,707	4,732	4,535	4,422	4,769	4,752
	Total	Permanent employees FTEs	26,250	26,571	26,142	26,063	24,983	24,252	24,704	25,087
		Temporary employees FTEs	2,840	2,829	2,483	2,241	2,009	1,499	1,810	1,474
		Total FTEs	29,090	29,399	28,625	28,304	26,991	25,750	26,514	26,561

Data collection at the end of December in each year

Number of employee by region and employment contract

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3
Japan	Permanent employees FTEs	4,354	4,407	4,252	3,990	3,786	4,119	4,016	4,013
	Temporary employees FTEs	892	863	829	770	684	172	531	572
	Total FTEs	5,246	5,270	5,081	4,760	4,469	4,291	4,546	4,585
Asia	Permanent employees FTEs	3,006	2,937	3,082	2,889	2,780	1,737	1,797	2,105
	Temporary employees FTEs	350	480	452	461	374	322	249	233
	Total FTEs	3,356	3,417	3,534	3,350	3,154	2,059	2,046	2,338
Europe	Permanent employees FTEs	11,839	11,931	11,796	12,056	11,475	11,391	11,553	11,258
	Temporary employees FTEs	1,342	1,324	1,097	891	867	917	934	654
	Total FTEs	13,181	13,254	12,892	12,947	12,342	12,308	12,487	11,912
North America	Permanent employees FTEs	4,249	4,431	4,285	4,421	4,266	4,412	4,825	5,166
	Temporary employees FTEs	195	122	57	37	16	12	9	6
	Total FTEs	4,444	4,553	4,342	4,458	4,282	4,424	4,834	5,172
South America	Permanent employees FTEs	2,803	2,865	2,728	2,707	2,677	2,593	2,514	2,546
	Temporary employees FTEs	61	40	48	83	68	76	87	9
	Total FTEs	2,864	2,905	2,776	2,790	2,745	2,669	2,601	2,555
NSG Group	Permanent employees FTEs	26,250	26,571	26,142	26,063	24,983	24,252	24,704	25,087
	Temporary employees FTEs	2,840	2,829	2,483	2,241	2,009	1,499	1,810	1,474
	Total FTEs	29,090	29,399	28,625	28,304	26,991	25,750	26,514	26,561

Data collection at the end of December in each year

Number of new permanent employees

			FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3
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

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3
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 3 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

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3
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

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3
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

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3
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

		FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3
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

		FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3
NSG Group		0%	0%	0%	0%	0%	16.7%	16.7%

Data collection at the end of March in each year

Union Organization Rate

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3
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

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

Data collection from April to March in each year

Work-life balance index of permanent employees

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3
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	