

37. ESG Data

The ESG Data is a compilation of quantitative information shown in Nissha Sustainability Report and some additional information. The data for the five years from FY2019 to FY2023 are collected for each theme. In addition, a list of policies, principles and guidelines is posted at the end of this document.

* In the boundary, Nissha Co., Ltd. is described as "Nissha" and the entire group companies including Nissha Co., Ltd. is described as "Nissha Group". In addition, domestic companies within the "Nissha Group" are referred to as "Nissha Group in Japan". Individual company names are abbreviated as below, and the grouping of production bases in Japan or overseas are stated accordingly.

- NII: Nissha Industries, Inc
- NPT: Nissha Precision and Technologies, Inc.

Environment

Items	Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023
5. Impact on the Environment out of Our Business Operations							
Total input	t	Nissha Group	101,398	114,036	127,430	123,982	85,273
Total input (production bases in Japan)	t	Production bases in Japan	19,612	20,482	22,981	19,114	16,466
PET/acryl film	Industrial Materials	Production bases in Japan	1,123	978	1,165	1,057	805
Solvents	Industrial Materials	Production bases in Japan	841	686	843	748	735
Ink	Industrial Materials	Production bases in Japan	751	671	742	705	616
Resin	Industrial Materials	Production bases in Japan	n/a	n/a	117	160	219
Materials used in manufacturing processes	Devices	Production bases in Japan	10,702	12,103	13,729	11,244	4,801
Chemical substances	Devices	Production bases in Japan	n/a	n/a	n/a	n/a	4,823
Packing materials	Devices	Production bases in Japan	n/a	n/a	n/a	n/a	553

Items	Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023	
Others	Devices	t	Production bases in Japan	1,621	1,849	1,589	900	n/a
Product materials	Medical Technologies ^{*1}	t	Production bases in Japan	n/a	n/a	55	73	71
Paper	Others ^{*2}	t	Production bases in Japan	4,348	3,958	4,424	3,764	3,513
Ink	Others ^{*2}	t	Production bases in Japan	47	42	47	40	38

*1. Starting in the fiscal year ended December 2021, we added input data from the domestic Japanese Medical Technologies business.

*2. Posted as "Information and Communication" until Nissha Sustainability Report 2021.

Total input (Overseas production bases)	t	Overseas production bases	81,786	93,553	104,449	104,868	68,807	
Resin	t	Overseas production bases	1,636	1,290	4,506	6,075	5,887	
Molds and their materials	t	Overseas production bases	85	90	120	113	115	
Touch sensors	t	Overseas production bases	0	0	0	0	0	
Paper	t	Overseas production bases	69,630	78,391	88,131	88,318	55,185	
Cardboards	t	Overseas production bases	1,391	1,752	1,073	123	1,263	
Aluminum	t	Overseas production bases	140	2,594	2,218	1,991	1,163	
Chemical substances	t	Overseas production bases	5,204	6,560	6,105	6,551	3,368	
Others	t	Overseas production bases	1,571	1,031	568	1,438	104	
Energy	Electricity	MWh	Production bases in Japan and overseas	274,593	257,464	264,973	250,732	217,027
	Gas	Thousand m ³	Production bases in Japan and overseas	11,585	9,085	10,558	10,485	10,029

Items		Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023
Water	Tap water	Thousand m ³	Production bases in Japan and overseas	1,291	1,287	1,249	993	912
	Underground water	Thousand m ³	Production bases in Japan and overseas	103	40	46	49	42
	Industrial water	Thousand m ³	Production bases in Japan and overseas	1,943	1,725	1,670	1,549	1,282
Total output (production bases in Japan)		t	Production bases in Japan	16,437	18,538	17,465	13,606	11,057
Recyclable resources (items sold for recycling)		t	Production bases in Japan	5,877	6,406	5,743	4,203	3,560
Recyclable resources (industrial waste)		t	Production bases in Japan	10,537	12,105	11,697	9,380	7,470
Waste for simple incineration/landfill		t	Production bases in Japan	23	27	25	22	27
Total output (Overseas production bases)		t	Overseas production bases	9,156	11,397	13,121	13,601	9,784
Recyclable resources (items sold for recycling)		t	Overseas production bases	7,272	8,433	9,838	10,904	7,407
Recyclable resources (industrial waste)		t	Overseas production bases	666	1,369	1,335	877	615
Non-recyclable waste		t	Overseas production bases	1,218	1,595	1,948	1,819	1,762
VOC		t	Production bases in Japan and overseas	808	700	826	752	681
Wastewater		Thousand m ³	Production bases in Japan and overseas	3,305	3,033	2,594	2,342	2,002
7. CO₂ Emissions and Reduction Efforts								
Scope 1, CO ₂ emissions		t-CO ₂	Production bases in Japan and overseas	26,603	20,853	24,196	28,435	25,609
Scope 2, CO ₂ emissions		t-CO ₂	Production bases in Japan and overseas	152,399	103,351	101,048	86,255	75,354
CO ₂ emissions	Total	t-CO ₂	Production bases in Japan and overseas	147,266 ^{*1}	124,204	125,244	114,691	100,963
	Production bases in Japan	t-CO ₂	Production bases in Japan	106,788 ^{*1}	85,570	83,652	64,806	61,388
	Overseas production bases	t-CO ₂	Overseas production bases	40,478 ^{*1}	38,634	41,592	49,885	39,575

Items		Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023
CO ₂ emissions basic unit of net sales		t-CO ₂ / Million yen	Production bases in Japan and overseas	0.85 ^{*1}	0.69	0.66	0.59	0.60
* Up until FY 2019, CO ₂ emission coefficients were fixed values. However, in FY2020 and beyond, these are derived from data calculated using market-based method for Japan and location-based method for overseas.								
*1. These are derived from data calculated using market-based method for Japan and location-based method for overseas.								
Scope 3, CO ₂ emissions	Purchased goods and services	t-CO ₂	Domestic	n/a	n/a	n/a	50,616 [*]	38,891 [*]
		t-CO ₂	Overseas	n/a	n/a	n/a	97,144	Under investigation
	Capital goods	t-CO ₂	-	n/a	n/a	n/a	17,126	Under investigation
	Fuel and energy-related activities (not included in Scope 1, 2)	t-CO ₂	-	n/a	n/a	n/a	15,684	Under investigation
	Upstream transportation and distribution of purchased products	t-CO ₂	Domestic	48,682	45,646	18,603	4,272 [*]	4,368 [*]
		t-CO ₂	Overseas				10,341	Under investigation
	Upstream transportation and distribution of shipments	t-CO ₂	Domestic	4,553	19,720	17,766	7,398 [*]	6,561 [*]
		t-CO ₂	Overseas				19,296	Under investigation
	Waste generated in operations	t-CO ₂	-	n/a	n/a	n/a	4,462	Under investigation
	Business travel	t-CO ₂	Domestic	1,214	293	281	579 [*]	638 [*]
	Employee commuting	t-CO ₂	Domestic	2,347	2,244	2,204	2,261 [*]	2,038 [*]
	Use of sold products	t-CO ₂	-	n/a	n/a	n/a	7,739 [*]	10,370 [*]
	End of life treatment of sold products	t-CO ₂	Domestic	n/a	n/a	n/a	535	417
		t-CO ₂	Overseas	n/a	n/a	n/a	4,091	Under investigation
* Some of these figures include those certified by a third party.								
Energy consumption	Total	Thousand GJ	Production bases in Japan and overseas	3,266	2,966	3,124	2,662	2,032
	Production bases in Japan	Thousand GJ	Production bases in Japan	2,208	1,999	2,040	1,607	1,256
	Overseas production bases	Thousand GJ	Overseas production bases	1,058	967	1,084	1,055	775

Items		Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023
Energy consumption basic unit of net sales		Thousand GJ/ Million yen	Production bases in Japan and overseas	0.0189	0.0165	0.0165	0.0137	0.0121
Electricity consumption	Total	MWh	Production bases in Japan and overseas	274,593	257,464	264,973	250,732	217,027
	Production bases in Japan	MWh	Production bases in Japan	197,029	183,200	182,488	158,335	140,384
	Overseas production bases	MWh	Overseas production bases	77,563	74,264	82,485	92,397	76,644
Gas consumption	Total	Thousand m ³	Production bases in Japan and overseas	11,585	9,085	10,558	10,485	10,029
	Production bases in Japan	Thousand m ³	Production bases in Japan	5,359	4,166	4,865	4,782	4,314
	Overseas production bases	Thousand m ³	Overseas production bases	6,226	4,919	5,694	5,703	5,714
Gasoline, diesel, and heavy oil consumption	Total	kl	Production bases in Japan and overseas	246	205	220	207	198
	Production bases in Japan	kl	Production bases in Japan	97	72	70	60	64
	Overseas production bases	kl	Overseas production bases	150	133	151	147	133
9. Waste Management								
Recycling and resource reuse rate		%	Nissha Group in Japan	99.9	99.9	99.9	99.8	99.8
10. Management of Chemical Substances and Environmental Risks								
Measurements of Wastewater Quality, NPT Himeji Factory								
Discharged water		m ³	NPT Himeji Factory	4,655	4,156	4,150	3,854	3,160
pH		-	NPT Himeji Factory	6.9 / 7.6	6.8 / 7.5	6.9 / 7.5	6.8 / 7.4	7.1 / 7.2
BOD		mg/l	NPT Himeji Factory	2.8	4.0	3.7	2.6	1.1
COD		mg/l	NPT Himeji Factory	7.3	5.2	4.4	4.8	2.9

Items		Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023
SS		mg/l	NPT Himeji Factory	1.6	1.9	2.6	1.1	0.9
N-hexane		mg/l	NPT Himeji Factory	<0.5	<0.5	<0.5	<0.5	<0.5
Phenol		mg/l	NPT Himeji Factory	<0.005	<0.005	<0.005	<0.005	<0.005
Copper		mg/l	NPT Himeji Factory	0.04	0.05	0.02	0.01	0.01
Zinc		mg/l	NPT Himeji Factory	<0.01	<0.01	<0.01	<0.01	<0.01
Soluble iron		mg/l	NPT Himeji Factory	0.02	0.03	0.03	0.03	0.01
Soluble manganese		mg/l	NPT Himeji Factory	0.04	0.04	0.04	0.02	0.02
Chromium		mg/l	NPT Himeji Factory	<0.02	<0.02	<0.02	<0.02	<0.02
Nitrogen		mg/l	NPT Himeji Factory	8.0	4.2	4.5	4.3	3.7
Phosphorus		mg/l	NPT Himeji Factory	0.19	0.02	0.03	0.02	0.03
Measurements of Wastewater Quality, NPT Kaga Factory								
pH	Final effluent (Average)	-	NPT Kaga Factory	7.5	7.5	7.4	7.6	7.5
	Final effluent (Maximum)	-	NPT Kaga Factory	7.5	7.7	7.7	7.7	7.7
BOD	Final effluent (Average)	mg/l	NPT Kaga Factory	21.9	23.4	23.3	17.4	17.3
	Final effluent (Maximum)	mg/l	NPT Kaga Factory	34.0	40.0	35.0	24.0	27.0
COD	Final effluent (Average)	mg/l	NPT Kaga Factory	34.0	33.5	37.7	25.8	22.1
	Final effluent (Maximum)	mg/l	NPT Kaga Factory	47.0	47.0	44.0	36.0	29.0
SS	Final effluent (Average)	mg/l	NPT Kaga Factory	9.1	6.3	6.0	7.7	5.7
	Final effluent (Maximum)	mg/l	NPT Kaga Factory	18.0	23.0	10.0	21.0	11.0
N-hexane	Final effluent (Average)	mg/l	NPT Kaga Factory	0.6	0.6	0.5	0.5	0.5
	Final effluent (Maximum)	mg/l	NPT Kaga Factory	0.8	0.9	0.5	0.5	0.5

Items		Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023
PRTR-designated chemical substances, NII Koka Factory								
53 Ethylbenzene	Discharge into the atmosphere	kg	NII Koka Factory	1,211	710	2,273	1,211	894
	Transferred to industrial waste processing companies	kg	NII Koka Factory	463	286	928	494	364
80 Xylene	Discharge into the atmosphere	kg	NII Koka Factory	9,937	15,745	10,524	12,022	6,262
	Transferred to industrial waste processing companies	kg	NII Koka Factory	4,075	6,431	4,298	4,910	2,557
88 Hexavalent chromium compounds	Discharge into the atmosphere	kg	NII Koka Factory	0.1	0.1	0.1	0.1	0.1
	Transferred to industrial waste processing companies	kg	NII Koka Factory	0	0	850*	0	0
296 1,2,4-Trimethylbenz- z-nd	Discharge into the atmosphere	kg	NII Koka Factory	265	25	59	1	1
	Transferred to industrial waste processing companies	kg	NII Koka Factory	95	10	24	0.3	0.3
300 Toluene	Discharge into the atmosphere	kg	NII Koka Factory	100,846	61,535	106,873	57,728	30,868
	Transferred to industrial waste processing companies	kg	NII Koka Factory	5,520	25,134	43,652	23,579	10,289
392 N-hexane	Discharge into the atmosphere	kg	NII Koka Factory	4,518	601	258	0	127
	Transferred to industrial waste processing companies	kg	NII Koka Factory	2,741	245	105	0	52
* The increase in the transfer amount of hexavalent chromium compounds transferred in FY2021 was due to the disposal of materials no longer needed as a result of the renewal of factory facilities.								
PRTR-designated chemical substances, NPT Himeji Factory								
71 Ferric chloride ^{*1}	Discharge into the atmosphere	kg	NPT Himeji Factory	0	0	0	n/a	n/a
	Transferred to industrial waste processing companies	kg	NPT Himeji Factory	0	0	0	n/a	n/a
272 Water-soluble copper salts (excluding complex salt)	Discharge into the atmosphere	kg	NPT Himeji Factory	0	0	0	0	0
	Transferred to industrial waste processing companies	kg	NPT Himeji Factory	1,352.8	1,820.2	2,677.4	2,491.4	2,588.8

Items		Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023
453 Molybdenum and its compounds	Discharge into the atmosphere	kg	NPT Himeji Factory	0	0	0	0	0
	Transferred to industrial waste processing companies	kg	NPT Himeji Factory	0	0	0	0	0
627 Diethylene glycol monobutyl ether ^{*2}	Discharge into the atmosphere	kg	NPT Himeji Factory	n/a	n/a	n/a	n/a	0
	Transferred to industrial waste processing companies	kg	NPT Himeji Factory	n/a	n/a	n/a	n/a	13,568.0
*1. Not subject to notification from FY2023. *2. Subject to notification from FY2023.								
PRTR-designated chemical substances, NPT Kaga Factory								
71 Ferric chloride ^{*1}	Discharge into the atmosphere	kg	NPT Kaga Factory	0	0	0	0	0
	Transferred to industrial waste processing companies	kg	NPT Kaga Factory	0	0	0	0	4,665.0
272 Water-soluble copper salts (excluding complex salt)	Discharge into the atmosphere	kg	NPT Kaga Factory	0	0	0	0	0
	Transferred to industrial waste processing companies	kg	NPT Kaga Factory	0	0	0	0	0
627 Diethylene glycol monobutyl ether ^{*2}	Discharge into the atmosphere	kg	NPT Kaga Factory	n/a	n/a	n/a	n/a	0
	Transferred to industrial waste processing companies	kg	NPT Kaga Factory	n/a	n/a	n/a	n/a	14,405.0
*1. Not subject to notification from FY2023. In FY2023, unnecessary materials due to factory consolidation were disposed. *2. Subject to notification from FY2023.								
1.2. Environmental Objectives and Status of Achievement (Nissha Group in Japan)								
Environmental accidents		Number	Nissha Group in Japan	0	0	1 ^{*1}	1 ^{*2}	0
*1. In FY2021, there was one chemical leak accident at the NII Koka Factory, but it did not have a significant environmental impact. *2. In FY2022, a delivery company's truck experienced a fuel leak at Nissha FIS, Inc., but it did not have a significant environmental impact.								

Human Rights

Items	Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023	
13. Human Rights								
Harassment Help Desk number of consultations	Number	Nissha Group	9	8 ^{*1}	12 ^{*1}	- ^{*2}	- ^{*2}	
*1. As the Harassment Help Desk (outside the company) and the Hotline have been shared since January 2020, only the number of cases handled by the internal consultation service is shown in the number of cases handled by the Harassment Help Desk in the FY2020 and FY2021.								
*2. As the Harassment Help Desk (internal consultation service) and the Hotline have been shared since July 2022, the information has been consolidated into the number of cases reported to the Hotline.								
Membership of Labor Union	Total	Number	Nissha Group in Japan	1,308	1,133	1,106	1,051	1,253
	The Nissha Labor Union	Number	Nissha Group in Japan	739	649	-	-	-
	The Nitec Industries Labor Union	Number	Nissha Group in Japan	433	354	-	-	-
	The Nissha Printing Communications Labor Union	Number	Nissha Group in Japan	136	130	-	-	-
* In January 2021, the Nissha Crew Alliance was organized as the single labor union of the Nissha Group in Japan, led by employees of Nissha Co., Ltd., Nitec Industries, Inc. (currently, Nissha Industries, Inc.) and Nissha Printing Communications, Inc.								
Number of reports on strike or lockout	Number	Nissha Group in Japan	0	0	0	0	0	

Human Resources

Items	Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023	
14. Human Resources Policy and System								
Gap between male and female in terms of wages								
All workers	Male	-	Nissha	n/a	n/a	n/a	100	100
	Female	-	Nissha	n/a	n/a	n/a	76.3	75.9
Full-time workers	Male	-	Nissha	n/a	n/a	n/a	100	100
	Female	-	Nissha	n/a	n/a	n/a	77.7	78.1
Non-regular workers	Male	-	Nissha	n/a	n/a	n/a	100	100
	Female	-	Nissha	n/a	n/a	n/a	56.2	60.0
* FY2022 and FY2023 are shown due to a change in the aggregation method from the fiscal year ended December 2022.								
* The figures show a comparison of female with a male wages set at 100.								
* Calculated based on the regulations in the Act on Promotion of Women's Participation and Advancement in the Workplace (Act No. 64 of 2015).								
* The human resources system used for full-time workers applies equally to male and female, and they are both treated the same. Differences arise from differences in rank or age composition. There is a smaller ratio of female in managerial positions or higher ranks, which have relatively higher salaries, and this affects the differences over all positions.								
* Non-regular workers include employees who are treated differently, such as contract employees who are rehired after mandatory retirement and employees working under individual labor contracts. The main reason for the difference between male and female is that employees rehired on an ongoing basis as non-regular workers in managerial positions following mandated retirement are, as noted above, mostly male, which affects the overall difference.								
15. Respect for Diversity								
Number of locally hired CEO	Number	Nissha Group	8	8	8	8	8	
Number of employees by area (Japan)	Total	Number	-	2,300	1,988	1,990	1,915	1,922
	Male	Number	-	1,853	1,587	1,574	1,500	1,489
	Female	Number	-	447	401	416	415	433
Number of employees by area (Asia)	Total	Number	-	720	674	661	633	582
	Male	Number	-	336	310	312	319	281
	Female	Number	-	384	364	349	314	301
Number of employees by area (Europe)	Total	Number	-	523	680	698	693	744
	Male	Number	-	346	478	505	488	501
	Female	Number	-	177	202	193	205	243

Items	Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023	
Number of employees by area (North America)	Total	Number	-	1,577	1,509	1,539	1,151	1,367
	Male	Number	-	918	841	873	690	750
	Female	Number	-	659	668	666	461	617
Number of employees by area (Central and South America)	Total	Number	-	598	539	521	933	606
	Male	Number	-	239	216	206	365	191
	Female	Number	-	359	323	315	568	415
Composition by employment status (Permanent)	Total	Number	Nissha Group	5,718	5,390	5,409	5,325	5,221
	Male	Number	Nissha Group	3,692	3,432	3,470	3,362	3,212
	Female	Number	Nissha Group	2,026	1,958	1,939	1,963	2,009
Composition by employment status (Temporary)	Total	Number	Nissha Group	1,741	2,012	1,443	1,438	1,368
	Male	Number	Nissha Group	1,209	1,429	866	865	894
	Female	Number	Nissha Group	532	583	577	573	474
Composition of Directors of the Board	Total	Number	Nissha	9	9	9	9	9
	Male	Number	Nissha	8	8	8	8	8
	Female	Number	Nissha	1	1	1	1	1
Composition of corporate officers, excluding concurrently serving as Directors of the Board	Total	Number	Nissha	12	11	12	12	11
	Male	Number	Nissha	12	11	12	12	11
	Female	Number	Nissha	0	0	0	0	0
Composition of Nissha fellows	Total	Number	Nissha	1	2	2	1	1
	Male	Number	Nissha	1	2	2	1	1
	Female	Number	Nissha	0	0	0	0	0
Composition of managerial staff	Total	Number	Nissha	172	153	166	163	164
	Male	Number	Nissha	162	145	157	153	152
	Female	Number	Nissha	10	8	9	10	12
Composition of employees	Total	Number	Nissha	819	720	731	710	720
	Male	Number	Nissha	609	531	534	513	514
	Female	Number	Nissha	210	189	197	197	206

Items	Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023	
Average age	Average	Age	Nissha	39.8	41.5	42.2	42.9	42.9
	Male	Age	Nissha	42.9	43.0	43.8	44.7	44.8
	Female	Age	Nissha	36.7	37.3	37.8	38.2	38.1
Average years of employment	Average	Year	Nissha	13.2	14.4	14.3	15.7	15.6
	Male	Year	Nissha	15.3	15.4	15.6	17.2	17.2
	Female	Year	Nissha	11.0	11.5	10.8	11.8	11.6
Composition by age (18-19)	Total	Number	Nissha	2	0	2	2	4
	Male	Number	Nissha	0	0	0	0	0
	Female	Number	Nissha	2	0	2	2	4
Composition by age (20-29)	Total	Number	Nissha	116	94	82	72	81
	Male	Number	Nissha	63	54	42	33	36
	Female	Number	Nissha	53	40	40	39	45
Composition by age (30-39)	Total	Number	Nissha	246	217	217	193	172
	Male	Number	Nissha	164	133	135	117	106
	Female	Number	Nissha	82	84	82	76	66
Composition by age (40-49)	Total	Number	Nissha	281	262	269	261	276
	Male	Number	Nissha	225	214	218	205	213
	Female	Number	Nissha	56	48	51	56	63
Composition by age (50-59)	Total	Number	Nissha	172	145	155	175	179
	Male	Number	Nissha	156	129	134	152	152
	Female	Number	Nissha	16	16	21	23	27
Composition by age (over 60)	Total	Number	Nissha	2	2	6	7	8
	Male	Number	Nissha	1	1	5	6	7
	Female	Number	Nissha	1	1	1	1	1
Number of employees	Total	Number	Nissha Group	5,718	5,390	5,409	5,325	5,221
	Male	Number	Nissha Group	3,692	3,432	3,470	3,362	3,212
	Female	Number	Nissha Group	2,026	1,958	1,939	1,963	2,009

Items		Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023
Composition of managerial staff	Male	Number	Nissha Group in Japan	n/a	273	281	269	261
	Female	Number	Nissha Group in Japan	n/a	13	14	15	17
	Total	Number	Nissha Group in Japan	n/a	286	295	284	278
	Of which mid-carrier employees	Number	Nissha Group in Japan	n/a	86	94	91	89
	Of which foreign employees	Number	Nissha Group in Japan	n/a	2	2	1	1
Percentage of persons with disabilities employed		%	Nissha	2.38	2.11	2.12	2.07	2.67
16. Human Resources Development								
Annual training hours	Total	Hours	Nissha Group in Japan	22,265	26,337	42,426	30,613	28,739
	Male	Hours	Nissha Group in Japan	17,768	19,092	28,928	23,252	20,042
	Female	Hours	Nissha Group in Japan	4,497	7,245	13,498	7,361	8,697
Training hours per employee	Average	Hours	Nissha Group in Japan	9.7	13.1	18.2	14.4	13.4
	Male	Hours	Nissha Group in Japan	9.6	11.8	16.4	14.2	12.2
	Female	Hours	Nissha Group in Japan	10.0	17.9	24.0	15.3	17.7
17. Employee Engagement								
Engagement Survey								
Response rate		%	Nissha Group	n/a	n/a	n/a	83.0	94.2
Will to contribute to the organization	Percentage of Positive Responses	%	Nissha Group	n/a	n/a	n/a	95.6	95.5
Organizational Commitment	Percentage of Positive Responses	%	Nissha Group	n/a	n/a	n/a	87.8	89.0
Rewarding	Percentage of Positive Responses	%	Nissha Group	n/a	n/a	n/a	82.3	83.4
Feeling of contributing to society	Percentage of Positive Responses	%	Nissha Group	n/a	n/a	n/a	78.8	80.6
* We started engagement surveys in 2022.								
Average days of annual paid leave used		Days	Nissha Group in Japan	12.2	11.4	11.5	12.9	14.1
Average percentage of annual paid leave used		%	Nissha Group in Japan	65.9	61.4	60.3	66.1	72.0

Items		Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023
Number of employees who used child-rearing leave	Total	Number	Nissha Group in Japan	61	69	67	73	81
	Male	Number	Nissha Group in Japan	18	19	21	25	38
	Female	Number	Nissha Group in Japan	43	50	46	48	43
Number of employees who worked shorter hours for child-rearing	Total	Number	Nissha Group in Japan	97	95	89	95	88
	Male	Number	Nissha Group in Japan	7	2	2	3	6
	Female	Number	Nissha Group in Japan	90	93	87	92	82
Number of employees who took days off for child nursing	Total	Number	Nissha Group in Japan	157	120	108	115	122
	Male	Number	Nissha Group in Japan	79	56	49	50	60
	Female	Number	Nissha Group in Japan	78	64	59	65	62
Reinstatement rate after child-rearing leave	Average	%	Nissha Group in Japan	96.8	100	97.1	97.6	100
	Male	%	Nissha Group in Japan	100	100	100	100	100
	Female	%	Nissha Group in Japan	95.0	100	95.6	95.8	100
Retention rate after child-rearing leave (1 year)	Average	%	Nissha Group in Japan	93.5	90.0	88.5	94.7	90.6
	Male	%	Nissha Group in Japan	100	92.0	83.3	87.5	95.0
	Female	%	Nissha Group in Japan	90.0	88.6	91.3	100	88.6
Number of employees who used family care leave	Total	Number	Nissha Group in Japan	4	1	0	0	0
	Male	Number	Nissha Group in Japan	3	1	0	0	0
	Female	Number	Nissha Group in Japan	1	0	0	0	0
Number of employees who used shorter hours for family care	Total	Number	Nissha Group in Japan	1	0	0	0	1
	Male	Number	Nissha Group in Japan	0	0	0	0	0
	Female	Number	Nissha Group in Japan	1	0	0	0	1
Number of employees who used days off for family care	Total	Number	Nissha Group in Japan	17	15	6	12	15
	Male	Number	Nissha Group in Japan	12	8	5	6	8
	Female	Number	Nissha Group in Japan	5	7	1	6	7
Number of employees who used outpatient sick leave system	Total	Number	Nissha Group in Japan	3	4	6	9	9
	Male	Number	Nissha Group in Japan	1	2	3	5	5
	Female	Number	Nissha Group in Japan	2	2	3	4	4
Number of internal job posting		Number	Nissha Group in Japan	9	0	15	31	14

Items	Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023	
Successful applicants (transferees)	Total	Number	Nissha Group in Japan	5	n/a	7	2	1
	Male	Number	Nissha Group in Japan	4	n/a	6	2	0
	Female	Number	Nissha Group in Japan	1	n/a	1	0	1
Number of award winners	CEO's Award (Company-wide)	Number	Nissha Group	n/a	n/a	0	0	0
	CEO's Award (Group Companies)	Number	Nissha Group	n/a	n/a	10	0	11
	BU Head's Award	Number	Nissha Group	n/a	n/a	35 ^{*1}	21	41
	Synergy Award	Number	Nissha Group	n/a	n/a	32	79	57
	New Hope Award	Number	Nissha Group	n/a	n/a	13	8	15
	Nissha People Award	Number	Nissha Group	111	111	n/a	n/a	n/a
* In FY2021, the award system was revised and the Nissha People Award was abolished, while other awards were newly established.								
*1. Includes the number of winners of the Director's Special Award, which corresponds to the BU Head's Award.								
Subscription rate in employee stock ownership plan	%	Nissha Group in Japan	26.6	26.0	27.5	27.5	28.5	
18. Safety and Health								
Frequency of work-related accidents	-	Nissha Group in Japan	0.49	0.98	1.48	0.35	0.91	
Severity of work-related accidents	-	Nissha Group in Japan	0.00	0.01	0.05	0.00	0.04	
Fatal accidents (employee fatalities due to accidents at work)	Number	Nissha Group in Japan	0	0	0	0	0	
Number of work-related accidents	Number	Nissha Group	59	48	53	60	39	
Number of work-related accidents (Japan)	Number	-	13	15	15	7	9	
4 or more days of leave	Number	-	2	3	7	0	5	
Number of work-related accidents (North America)	Number	-	21	10	14	19	14	
Number of work-related accidents (Central and South America)	Number	-	11	2	2	2	2	
Number of work-related accidents (Europe)	Number	-	12	19	17	30	13	
Number of work-related accidents (Asia)	Number	-	2	2	5	2	1	
19. Health and Productivity Management								
Regular health checkup rate	%	Nissha Group in Japan	100	98.8	99.7	100	100	
Detailed checkup rate after regular health checkup	%	Nissha Group in Japan	37.8	34.7	51.7	60.3	75.3	
Lung cancer screening rate	%	Nissha Group in Japan	98.7	99.4	100	100	100	

Items	Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023	
Stomach cancer screening rate	%	Nissha Group in Japan	99.3	92.4	94.0	93.0	92.9	
Colorectal cancer screening rate	%	Nissha Group in Japan	95.6	96.8	96.8	96.2	97.3	
Uterus cancer screening rate	%	Nissha Group in Japan (held on a biennial basis)	49.4	60.3	66.7	66.7	92.7	
Breast cancer screening rate	%	Nissha Group in Japan (held on a biennial basis)	57.3	81.1	74.2	74.7	90.2	
Smoking rate*	%	Nissha Group in Japan	29.3	27.8	28.5	25.6	25.7	
Obesity rate*	%	Nissha Group in Japan	24.1	23.7	29.7	24.8	25.7	
Percentage of individuals maintaining appropriate weight	%	Nissha Group in Japan	n/a	68.4	69.7	68.4	66.7	
Percentage of individuals with regular exercise habits	%	Nissha Group in Japan	n/a	23.8	21.2	24.0	24.5	
Percentage of individuals with abnormal findings	%	Nissha Group in Japan	n/a	75.4	73.5	78.2	78.2	
Percentage of individuals at risk for high blood pressure	%	Nissha Group in Japan	n/a	0.1	0.0	0.2	0.2	
Percentage of individuals at risk for blood sugar issues	%	Nissha Group in Japan	n/a	0.3	0.2	0.3	0.3	
Specific health guidance implementation rate (Implemented / Targeted)	%	Nissha Group in Japan	97.0	96.2	99.0	99.9	94.0	
Specific health guidance continuation rate (Completed / Initial interview participants)	%	Nissha Group in Japan	n/a	96.2	99.0	99.0	98.0	
Stress check implementation rate	%	Nissha Group in Japan	100	100	100	99.9	100	
Presenteeism	%	Nissha Group in Japan	n/a	n/a	n/a	n/a	n/a	
Absenteeism	%	Nissha Group in Japan	n/a	n/a	n/a	0.72	0.81	
Engagement	%	Nissha Group in Japan	n/a	n/a	n/a	n/a	62.1	
* Excluding Kaga Factory and Tokyo Division Headquarters until the fiscal year ended December 2020.								

Fair Operating Practices / Local Communities

Items	Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023
22. Along with Local Communities							
Social contribution expenses	Million yen	Nissha Group in Japan	n/a	99	111	153	105

Quality Management /Efficiency and Productivity Improvement

Items	Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023
23. Quality Management							
Number of serious accident that conflict with laws or regulations as a result of flaws in our products and services	Number	Nissha Group in Japan	0	0	0	0	0
Fines due to a serious accident that conflict with laws or regulations as a result of flaws in our products and services	Japanese Yen	Nissha Group in Japan	0	0	0	0	0

Governance

Items	Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023
25. Corporate Governance							
Directors of the Board	Number	Nissha	9	9	9	9	9
Independent Outside Director of the Board	Number	Nissha	4	4	4	4	4
Female Directors of the Board	Number	Nissha	1	1	1	1	1
Foreign national Directors of the Board	Number	Nissha	1	1	1	1	0
Audit and Supervisory Board Members	Number	Nissha	4	4	4	4	4
Independent Audit and Supervisory Board Member	Number	Nissha	2	2	2	2	2
Female Audit and Supervisory Board Members	Number	Nissha	0	0	0	0	0
Corporate Officers, excluding concurrently serving as Directors of the Board	Number	Nissha	12	12	12	12	14

Items	Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023	
Female Corporate Officers	Number	Nissha	0	0	0	0	1	
Foreign national Corporate Officers	Number	Nissha	2	2	2	2	2	
* The number of Directors of the Board, Audit and Supervisory Board Members, and Corporate Officers is as of the conclusion of the Ordinary General Meeting of Shareholders for the relevant fiscal year.								
Total compensation	Directors of the Board (Excluding Independent Outside Directors of the Board)	Million yen	Nissha	255	226	328	318	257
	Audit and Supervisory Board Members (Excluding Independent Audit and Supervisory Board Members)	Million yen	Nissha	28	26	28	32	33
	Independent Outside Directors of the Board and Independent Audit and Supervisory Board Members	Million yen	Nissha	50	46	53	54	54
Compensation by category (Base salary)	Directors of the Board (Excluding Independent Outside Directors of the Board)	Million yen	Nissha	174	151	169	171	171
	Audit and Supervisory Board Members (Excluding Independent Audit and Supervisory Board Members)	Million yen	Nissha	28	26	28	32	33
	Independent Outside Directors of the Board and Independent Audit and Supervisory Board Members	Million yen	Nissha	50	46	53	54	54
Compensation by category (Bonuses)	Directors of the Board (Excluding Independent Outside Directors of the Board)	Million yen	Nissha	55	52	113	89	45
	Audit and Supervisory Board Members (Excluding Independent Audit and Supervisory Board Members)	Million yen	Nissha	-	-	-	-	-
	Independent Outside Directors of the Board and Independent Audit and Supervisory Board Members	Million yen	Nissha	-	-	-	-	-
Compensation by category (Stock compensation, etc.)	Directors of the Board (Excluding Independent Outside Directors of the Board)	Million yen	Nissha	25	22	45	57	40
	Audit and Supervisory Board Members (Excluding Independent Audit and Supervisory Board Members)	Million yen	Nissha	-	-	-	-	-
	Independent Outside Directors of the Board and Independent Audit and Supervisory Board Members	Million yen	Nissha	-	-	-	-	-

Items		Unit	Boundary	FY2019	FY2020	FY2021	FY2022	FY2023
Number of members subject to aggregation of compensation and etc.	Directors of the Board (Excluding Independent Outside Directors of the Board)	Number	Nissha	5	5	7	5	5
	Audit and Supervisory Board Members (Excluding Independent Audit and Supervisory Board Members)	Number	Nissha	2	3	2	3	2
	Independent Outside Directors of the Board and Independent Audit and Supervisory Board Members	Number	Nissha	8	6	6	7	6
28. Risk Management and Compliance								
Hotline number of reports			Nissha Group	9	12	7	4	8
* The Hotline is a whistle-blowing and other consultation service for inappropriate, illegal or unethical behavior by organizations or individuals, and is not limited to harassment consultation.								
35. Management System and Other Certification Acquisitions								
ISO9001 acquisition site		Number of sites	Nissha Group	24	29	25	19	18
ISO13485 acquisition site		Number of sites	Nissha Group	10	10	10	12	14
ISO22716 acquisition site		Number of sites	Nissha Group	0	1	1	1	1
IATF16949 acquisition site		Number of sites	Nissha Group	8	9	10	8	8
ISO14001 acquisition site		Number of sites	Nissha Group	13	17	17	18	17
ISO50001 acquisition site		Number of sites	Nissha Group	2	5	4	4	3
OHSAS18001 · ISO45001 acquisition site		Number of sites	Nissha Group	3	3	1	2	2
ISO27001 acquisition site		Number of sites	Nissha Group	11	17	18	18	18
FSC COC acquisition site		Number of sites	Nissha Group	4	5	10	10	10
PEFC acquisition site		Number of sites	Nissha Group	n/a	n/a	2	2	2
EN15593 acquisition site		Number of sites	Nissha Group	1	1	1	1	1
EC93/42/EEC acquisition site		Number of sites	Nissha Group	2	2	2	3	2

List of policies, principles and guidelines

Title	Sustainability Report 2022 · Web site	Pages on PDF
Environment Policy and Principles	4. Environmental Policy and Management Structures	4-1
Basic Policy on Labor and Human Rights	13. Human Rights	13-1
Human Resources Policy	14. Human Resources Policy and System	14-1
Occupational Safety and Health Policy and Principles	18. Safety and Health	18-1
Health and Productivity Management Policy	19. Health and Productivity Management	19-1
Purchasing Principles	21. Partnership with Our Suppliers	21-1
Social Contribution Policy	22. Along with Local Communities	22-1
Quality Policy / Nissha Quality Way	23. Quality Management	23-1
Corporate Governance Policy	Website About > Corporate Governance	-
Risk Management Policy	28. Risk Management and Compliance	28-1
Corporate Ethics and Compliance Guidelines and Principles	28. Risk Management and Compliance	28-2
Information Security Policy and Principles	29. Information Security	29-1
Trade Management Policy and Principles	30. Trade Management	30-1
Nissha Group Anti-Corruption Guidelines	31. Anti-corruption	31-1
Business Continuity Plans Policy and Principles	32. Business Continuity	32-1
Tax Principles	33. Tax Principles	33
Basic Approach to Responsible Mineral Procurement	34. Responsible Mineral Procurement	34-1