

Human Resources

The NYK Group (Includes NYK Headquarters)

Employee Demographics*¹

		Unit	FY2022	FY2023	FY2024
Number of employees			35,502	35,243	35,230
By region	Japan		7,900	8,006	8,039
	East Asia		2,875	2,750	2,753
	South Asia		12,511	12,516	12,193
	Europe		8,544	8,398	8,370
	Americas		3,672	3,573	3,875
Number of employees promoted to director by region* ²	Japan	Men	180	173	161
		Women	7	8	10
	East Asia	Men	22	29	23
		Women	1	4	4
	South Asia	Men	121	134	146
		Women	23	16	25
	Europe	Men	75	104	90
		Women	7	14	10
	Americas	Men	35	27	40
		Women	8	7	14

*1 Number of employees of consolidated companies (long-term employees, employees on contracts for more than six months)

*2 Local employee. Excludes employees seconded from headquarters and other organizations

*3 Local employee who are managers or higher. Includes employees seconded from headquarters and other organizations

			Unit	FY2022	FY2023	FY2024
Ratio of management by region and gender (%) ^{*3}	Japan	Men	%	90.1	90.0	89.5
		Women	%	9.9	10.0	10.5
	East Asia	Men	%	63.9	61.4	62.1
		Women	%	36.1	38.6	37.9
	South Asia	Men	%	64.5	63.2	63.4
		Women	%	35.5	36.8	36.6
	Europe	Men	%	68.0	64.5	67.2
		Women	%	32.0	35.5	32.8
	Americas	Men	%	67.8	68.3	65.1
		Women	%	32.2	31.7	34.9
	By gender	Men		22,372	22,286	22,105
		Women		13,130	12,957	13,125
New hires	Total		6,579	4,730	4,674	
	Men		4,116	2,938	2,885	
	Women		2,463	1,792	1,789	
Ratio of voluntary resignations			%	14.1	11.7	8.2

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Diversity and Inclusion (D&I)

	Unit	FY2022	FY2023	FY2024
Number of non-Japanese seafarers		10,622	11,190	12,279
Ratio of women employees	%	37.9	37.7	37.3
Ratio of women managers*1	%	25.2	26.2	26.3
Localization ratio of MD*2 at overseas subsidiaries	%	36.8	36.4	40.0
Cumulative number of cross-border assignments*3		—	16	39

*1 Managers or higher

*2 MD : Management Director or President

*3 Cross-border assignment: Deployment or placement of personnel across borders. Some Group companies are excluded from the scope of aggregation.

Employee Training / Engagement

	Unit	FY2022	FY2023	FY2024
Engagement survey*1 score	%	79	—	—
Cumulative number of NTMA*2 graduates		1,360	1,456	1,551
Cumulative number of qualified personnel under the Vessel Operations Meister Program		544	608	674

*1 The engagement survey is conducted once every three years.

*2 NTMA(NYK-TDG MARITIME ACADEMY) : A maritime academy in the Philippines, jointly operated by NYK and the Transnational Diversified Group, a Filipino conglomerate.

Occupational Health and Safety

	Unit	FY2022	FY2023	FY2024
Lost-time injury (LTI) rate*1		2.5	2.5	2.9
Number of work-related deaths		2	1	1
Mortality rate*2	%	0.0	0.0	0.0

*1 Calculation method: (Number of work-related accidents resulting in absence from work)/ (Total working hours) x 1,000,000
Total working hours are calculated as 2,000 hours/employee

*2 Calculation method : (Number of work-related death) / (Number of the Group employees)

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Employee Demographics

			Unit	FY2022	FY2023	FY2024
Number of employees				1,852	1,863	1,893
By gender	Men			1,523	1,525	1,535
	Women			329	338	358
Long-term employees	Office workers (excludes navigation officers and engineers at office locations)	Men		791	797	807
		Women		242	249	264
	Navigation officers and engineers	Men		586	588	591
		Women		21	22	26
Fixed-term employees	Office workers	Men		139	132	128
		Women		60	60	60
	Seafarers	Men		4	4	5
		Women		0	0	0
Non-fixed-term employees*1	Office workers	Men		3	4	4
		Women		6	7	8
	Seafarers	Men		0	0	0
		Women		0	0	0
Long-term employees, fixed-term employees, and non-fixed-term employees	Office workers (excludes navigation officers and engineers at office locations)			1,241	1,249	1,271
	Navigation officers and engineers			611	614	622
Average age*2 (years old)	Office workers (excludes navigation officers and engineers at office locations)			41	41	40
	Navigation officers and engineers			39	39	40

*1 Employees who converted to employment contracts with no fixed period

*2 Excludes fixed-term employees and employees who converted to employment contracts with no fixed period

*3 New graduates and mid-career hires

*4 From fiscal 2022, the indication standard was changed. In conjunction with this, the figures for fiscal 2021 have been revised.

*5 Calculation method: Number of new graduates and mid-career employees hired in the previous three fiscal years who resigned in each fiscal year / Number of new graduates and mid-career employees hired in the previous three fiscal years

*6 Calculation method: Number of employees who resigned at their own request in each fiscal year / Total number of long-term employees at the end of each fiscal year

*7 Calculation method: Number of employees who resigned in each fiscal year / Total number of long-term employees at the end of each fiscal year

			Unit	FY2022	FY2023	FY2024
Age range*2	Office workers (excludes navigation officers and engineers at office locations)	Under 30		189	190	201
		30–49		546	587	613
		50 and older		298	269	257
	Navigation officers and engineers	Under 30		143	147	154
		30–49		335	330	330
		50 and older		129	133	133
New hires*3	Total			87	89	90
New-graduate hires	Total			56	62	67
	Office workers (excludes navigation officers and engineers at office locations)	Men		22	20	24
		Women		7	16	19
	Navigation officers and engineers	Men		24	24	20
		Women		3	2	4
	Total			31	27	23
Mid-career hires		Men		25	21	17
		Women		6	6	6
Ratio of mid-career hires*4		%		35.6	30.3	25.6
Rate of turnover within three years after hire*5	Office workers (excludes navigation officers and engineers at office locations)	%		0.0	0.6	1.1
	Navigation officers and engineers	%		6.7	6.3	2.6
Ratio of voluntary resignations*6		%		2.1	1.4	1.3
Turnover rate at NYK*7		%		4.5	3.3	3.6

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Diversity and Inclusion (D&I)

		Unit	FY2022	FY2023	FY2024
Ratio of women employees	Office workers (excludes navigation officers and engineers at office locations)	%	23.4	23.8	24.6
	Navigation officers and engineers	%	3.5	3.6	4.2
Ratio of female recruits, nonconsolidated	Office workers (excludes navigation officers and engineers at office locations)	%	21.7	34.9	38.5
	Navigation officers and engineers	%	11.1	7.7	16.0
Ratio of women managers*1	Office workers (excludes navigation officers and engineers at office locations)	%	13.7	13.6	13.9
	Navigation officers and engineers	%	0.4	0.4	0.4
Percentage of female executives	Directors*2	%	25.0	25.0	25.0
	Executive officers or above	%	13.5	13.5	12.8
Gender wage gap ratio (Women's wage level)*3	Total	%	81.8	77.3	74.6
	Non-fixed-term employees	%	88.0	83.4	81.8
	Fixed-term employees	%	45.3	48.7	55.2
Employment ratio of people with disabilities		%	2.0	2.1	1.9
Employees union membership rate*4	Office workers (includes navigation officers and engineers)	%	84.4	87.8	90.7
	Seafarers (excludes captains)	%	100.0	100.0	100.0
Cumulative number of transfer through job postings			0	3	10

*1 Calculation method: Women managers / Total managers

*2 Fiscal 2022 data includes Audit & Supervisory Committee members.

*3 Includes base salary, bonuses, and overtime; excludes retirement and commuting allowances

Calculation method: (Average annual wage of female workers) / (Average annual wage of male workers) x 100

*4 Japanese employees (navigation officers and engineers) are members of the All Japan Seamen's Union. The union is the only industrial labor union in Japan formed by people working in the Japanese maritime-related industry.

Note: Because the collection of racial or ethnic data is legally prohibited or restricted in some countries, we do not collect or disclose information on the percentage of all workers involved in our business activities by race or ethnicity.

Employee Support Systems

		Unit	FY2022	FY2023	FY2024
Average number of days of paid leave taken*1			19	19	18
Average ratio of paid leave taken			%	67.1	67.0
Number of employees who took maternity leave*2			15	8	16
Average ratio of employees who took maternity leave			%	100.0	100.0
Number of employees who used parental leave program*3	Total		64	57	76
	Men		52	50	60
	Women		12	7	16
Ratio of employees who used parental leave program	Total	%	76.2	76.0	93.8
	Men	%	72.2	73.5	92.3
	Women	%	100.0	100.0	100.0
Ratio of employees who returned to work after taking parental leave			%	100.0	100.0
Retention rate of employees who used parental leave program			%	100.0	100.0
Number of employees who used shortened working-hour program*2	Total		4	6	8
	Men		0	0	1
	Women		4	6	7
Average duration of parental leave taken by male employee			42	71	107
Number of working mothers*4			75	71	73
Number of employees who used family-care leave program*2	Total		0	0	3
	Men		0	0	1
	Women		0	0	2
Ratio of employees who returned to work after taking family-care leave			%	Not applicable	Not applicable
Retention rate of employees who used familycare leave program			%	Not applicable	Not applicable

*1 Excludes seafarers and employees currently seconded to other companies / Includes paid summer and winter holidays

*2 Total number of users, excluding those who left the company

*3 Total number of employees who started using the program, excluding those who left the company

*4 Mothers with children in compulsory education or younger / Excludes mothers on maternity or parental leave

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Employee Training

		Unit	FY2022	FY2023	FY2024
Average number of hours employees participated in training programs	Company average	hours	60.2	77.6	99.1
	Office workers (includes navigation officers and engineers at office locations)* ¹	hours	18.1	26.5	54.8
	Seafarers	hours	226.7	290.7	279.5
Average expenditure on educational and training programs per employee (yen)	Company average	yen	235,398	342,888	363,258
	Office workers (includes navigation officers and engineers at office locations)* ²	yen	122,497	164,255	187,282
	Seafarers	yen	682,969	1,088,656	1,079,279
Cumulative number of qualified personnel under the Vessel Operations Meister Program			400	450	506

*1 Excludes workers trained outside the Company

*2 Programs for office workers trained inside or outside the Company

Occupational Health and Safety (Includes Fixed-Term Employees)

	Unit	FY2022	FY2023	FY2024
Number of occupational accidents* ¹		2	2	5
Office workers (including navigation officers and engineers at office locations)* ³		0	1	1
Seafarers		2	1	4
Lost-time injury (LTI) rate* ²	%	0.82	0.40	0.00
Number of work-related deaths		0	0	1
Office workers (including navigation officers and engineers at office locations)		0	0	0
Seafarers		0	0	1
Number of lost days caused by occupational accidents		9	7	0
Office workers (including navigation officers and engineers at office locations)		0	7	0
Seafarers		9	0	0
Medical checkup participation rate	%	99.1	99.6	99.9
Percentage of employees who smoke	%	11.2	11.8	12.1
Presenteeism* ⁴	%	17.2	18.0	17.0
Monthly changes in non-statutory working hours	hours	19.1	18.3	17.3

*1 Excludes commuting accidents / Major occupational accidents while working on board include falls, pinches, frostbite (burns), etc.

*2 Employees working at headquarters, including navigation officers and engineers*³ who are working at office locations, seconded employees from Group companies, and contractors for business consignment, etc.

Calculation method: (Number of work-related accidents requiring leave) / (Total working hours) × 1,000,000

*3 Navigation officers and engineers either hold a seafaring license or are in the process of acquiring one at a maritime college.

*4 Presenteeism: The loss of productivity that occurs when employees are present at work but are not fully functioning due to illness, injury, or other health conditions.