

Employment status

Employment status of the Sapporo Group

		2016	2017	2018	2019	2020
Number of employees *1	Persons	16,712	16,738	16,768	17,198	14,865
	Total in domestic companies	13,593	13,524	13,777	14,697	12,797
	Total in overseas companies *2	3,119	3,214	2,991	2,501	2,068
Full-time employees	Persons	7,737	7,772	7,797	7,603	7,527
	Male	6,145	6,164	6,098	5,954	5,934
	Female	1,592	1,608	1,699	1,649	1,593
	Female ratio	%	20.6	20.7	21.8	21.7
Number in management	Persons	1,599	1,659	1,715	1,696	1,567
	Male	1,477	1,524	1,564	1,548	1,431
	Female	122	135	151	148	136
	Female ratio	%	7.6	8.1	8.8	8.7
Contracted staff	Persons	8,975	8,966	8,971	9,595	7,338
	Male	3,825	3,874	3,853	3,945	2,713
	Female	5,150	5,092	5,118	5,650	4,625
	Female ratio	%	57.4	56.8	57.1	58.9

*1 Includes contracted staff (excluding full-time employees)

*2 Excludes some companies

Employment status in the major five operating companies

		2016	2017	2018	2019	2020
Number of employees	Persons	3,807	3,891	3,980	4,049	3,971
	Male	3,174	3,213	3,237	3,260	3,170
	Female	633	678	743	789	801
	Female ratio	%	16.6	17.4	18.7	20.2
Number in management	Persons	1,032	1,033	1,075	1,063	1,027
	Male	1,003	1,000	1,032	1,019	984
	Female	29	33	43	44	43.0
	Female ratio	%	2.8	3.2	4.0	4.1
Average Years of Continuous Employment	Years	17.9	17.5	16.7	17.5	17.5
	Male	18.8	18.4	17.9	18.2	18.7
	Female	13.8	13.1	11.8	12.9	12.7
Employed full-time	Persons	116	203	225	191	98
	Male	81	135	151	131	55
	Female	35	68	74	60	43
	Female ratio	%	30.2	33.5	32.9	31.4
Leaving employees	Persons	83	80	73	121	150
	Male	64	56	63	96	118
	Female	19	24	10	25	32
	Ratio of leaving employees	%	2.1	2.0	1.8	2.9
Ratio of new graduates leaving within three years of entering	%	9.8	5.6	8.4	11.0	14.2

*Sapporo Holdings, Sapporo Breweries, POKKA SAPPORO Food & Beverage, Sapporo Lion, SAPPORO REAL ESTATE (includes subsidiaries and workplaces at related companies)

Ratio of mid-career hires to full-time workers

Company	2018	2019	2020
Sapporo Breweries	42%	28%	27%
Sapporo Field Marketing	100%	100%	100%
SHINSEIEN	0%	33%	25%
POKKA SAPPORO FOOD & BEVERAGE	56%	63%	3%
PS BEVERAGE	88%	77%	100%
FOREMOST BLUE SEAL	73%	75%	67%
PokkaCreate	61%	69%	55%
SAPPORO LION	53%	78%	82%

* Figures for subsidiaries and affiliates with 301 or more regularly employed employees.

**Employment status of individuals with disabilities at Sapporo Breweries
(extracted from its registered domicile)**

		2016	2017	2018	2019	2020
Number of full-time employees	Persons	2,217	2,273	2,331	2,336	2,263
	Male	1,864	1,891	1,913	1,897	1,823
	Female	353	382	418	439	440
	Female ratio	%	15.9	16.8	17.9	18.8
Number in management	Persons	607	629	664	639	614
	Male	588	607	635	608	583
	Female	19	22	29	31	31
	Female ratio	%	3.1	3.5	4.4	4.9
Number ranked general manager or higher	Persons	-	-	105	97	102
	Male	-	-	102	94	99
	Female	-	-	3	3	3
	Female ratio	%	-	2.9	3.1	2.9
Number ranked manager or higher	Persons	-	-	559	542	512
	Male	-	-	533	514	484
	Female	-	-	26	28	28
	Female ratio	%	-	4.7	5.2	5.5
Number newly appointed to managerial positions	Persons	-	-	43	17	30
	Male	-	-	37	15	28
	Female	-	-	6	2	2
	Female ratio	%	-	14.0	11.8	6.7
Employed full-time	Persons	79	131	137	101	56
	Male	59	88	95	67	36
	Female	20	43	42	34	20
	Female ratio	%	25.3	32.8	30.7	35.7
Number of new graduate recruits	Persons	-	-	78	75	44
	Male	-	-	50	47	25
	Female	-	-	28	28	19
	Female ratio	%	-	35.9	37.3	43.2
Number of mid-career recruits	Persons	-	-	59	26	12
	Male	-	-	45	20	11
	Female	-	-	14	6	1
	Female ratio	%	-	23.7	23.1	8.3
Leaving employees	Persons	35	37	28	45	84
	Male	27	24	25	38	67
	Female	8	13	3	7	17
	Ratio of leaving employees	%	1.6	1.6	1.2	1.9
Ratio of new graduates leaving within three years of entering	%	10	3.4	3.5	5.6	9.0

* Including Sapporo Holdings

**Employment status of individuals with disabilities at Sapporo Breweries
(extracted from its registered domicile) *1**

		2016	2017	2018	2019	2020
Number of employed individuals with disabilities	Persons	34	46	47	46	44
Employment ratio	%	2.1	2.4	2.5	2.3	2.3*2

*1 Including Sapporo Holdings

*2 Figures as of June 30, 2020