

Contribute to Making People’s Lives More Pleasant and Beautiful  
That is why Takara standard values its people

Takara standard aims to become a company that continues to be chosen by fostering talent that drives innovation and an organization that generates innovation.



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Review of FY2024

In FY2024, we made steady progress in initiatives to strengthen human capital. By increasing the ratio of female managers and developing training programs tailored to different grades and career stages, we reinforced support for employee growth. A wide variety of training programs were conducted for everyone from new employees to managers, with particularly notable improvements in awareness among technical staff and management. In addition, an internal survey on diversity initiatives revealed that many female employees expressed the need for improvements in flexible work arrangements and eliminating gender-based pay gaps, clearly highlighting awareness differences between men and women. These issues will provide important insights for future policy planning.

Initiatives for FY2025

In FY2025, we are developing initiatives with three main pillars: strengthening career support, promoting DE&I, and fostering organizational culture. These initiatives focus on applying training results in the workplace, creating a fair work environment, and enhancing employee engagement. We position human capital as the foundation of corporate growth and aim to build a sustainable organization.

Policy on human resource development, including ensuring diversity in talent

Ensure diversity

As we take on challenges in new business fields and accelerate our global expansion, ensuring diversity is essential. We believe that creating an environment where diverse talent can come together and thrive leads to innovation. To achieve this, we have established key performance indicators (KPIs) for diversity, including the promotion and development of female managers, career-track managers, and the employment of persons with disabilities. These efforts are continuously being advanced. Additionally, we conduct training for managers responsible for leading diverse teams, focusing on topics such as harassment and unconscious bias, and fostering an inclusive and supportive organizational culture.

Strengthen human resource development

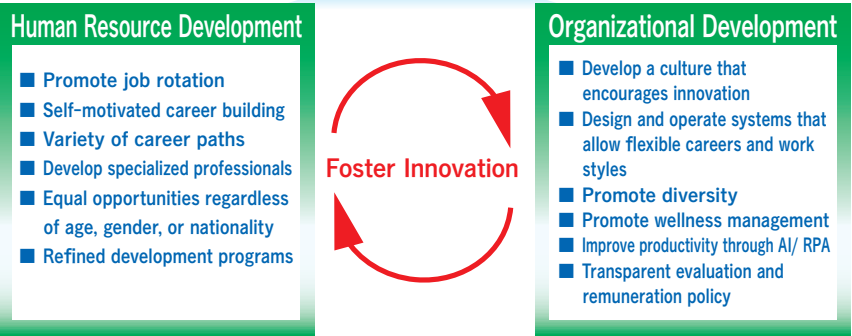
Under the new HR system, to realize our corporate philosophy, we define three types of human resources as a company-wide standard: Challenging talent, nurturing/growth talent, and autonomous/self-driven talent. Based on this human resource policy, we are rebuilding the HR development framework to align business strategy with HR strategy. Specifically, we are strengthening the development of managers as key persons in organizational building, expanding voluntary training programs, and dispatching employees to external exchange-based training. At the same time, we are expanding internal job postings to promote autonomous career building. In addition, we are fostering DX talent to lead digital strategies and developing employees’ digital skills, thereby advancing reskilling.

Policy on workplace environment development

Creating a comfortable work environment

The new HR system also establishes structures tailored to diverse values and lifestyles, such as introducing a new professional track and a flexible work location option. To encourage men’s participation in childcare, we are conducting childcare leave training not only for employees with newborn children but also for managers, who serve as organizational leaders. By deepening understanding of employees engaged in childcare, 83.0% of male employees took childcare leave during this consolidated fiscal year. We have also introduced a volunteer leave system to support employees’ social contribution activities. Furthermore, beginning in FY2025, we are introducing a short working hours system for employees with family care responsibilities, enabling them to continue working with confidence. We continue to improve the working environment so that every employee can work comfortably.

Takara standard—A Company That Continues to Be Chosen



Deepening human capital strategy: from institutional establishment to maximizing individuals

A new HR system that realizes the corporate philosophy and creates job satisfaction for employees

The new HR system, introduced in FY2024, represented a fundamental reform beyond conventional frameworks, eliminating seniority-based practices, redesigning the grade system, and restructuring career paths. In FY2025, one year after the system’s introduction, we are focusing on embedding these systems in the workplace and creating an environment where each employee can independently design and pursue their career.

To this end, we define the ideal human resources based on our corporate philosophy as a human resource policy and reflect its elements in grade requirements. Furthermore, by designing an evaluation system linked to these grade requirements, we are establishing a clear story: the more employees who meet these requirements and are recognized, the closer we come to realizing our corporate philosophy. Our human capital strategy is closely aligned with our management strategy and contributes to enhancing corporate value.

Investment strategy: Rolling out priority initiatives based on the system

Takara standard has set a vision for human capital investment, aiming to maximize corporate value by maximizing diverse individuals by FY2030. In FY2025, while embedding the new HR system introduced in FY2024, we are focusing on the following four key themes.

Promotion of DE&I

We are fostering a workplace where diverse talent can respect differences and demonstrate their strengths. The ratio of female managers has steadily increased from 5.8% in the previous year to 7.8%. Toward the FY2026 target of 10%, we are accelerating development and promotion.

Development of DX talent

We are aiming to improve operational efficiency and create new value by enhancing digital literacy across all employees and developing talent to drive DX initiatives. We are also supporting reskilling with a forward-looking approach, thereby strengthening the human resource base that can adapt to a rapidly changing business environment.

Development of next-generation leaders

We are promoting sustainable organizational development by selecting young employees early and developing their leadership skills. By utilizing job rotation and internal recruitment systems, we are establishing mechanisms to foster individuals through diverse experiences.

Enhancement of training programs

We are expanding training programs aligned with employees’ career aspirations and willingness to grow, focusing on the development of challenging talent, nurturing/growth talent, and autonomous/self-driven talent. Training hours and expenses have also increased from the previous year, and programs related to DX and reskilling are being systematically enhanced.

Change for the “Next Standard”

Corporate Philosophy—The Three Standards

Living Standard / Ethical Standard / Quality Standard

NEW Human Resource Policy ①Challenger talent ②Development-growth talent ③Autonomous and self-driven talent

NEW Job grade system

Reflecting human resource policy in job grade requirements and clearly defined career paths



NEW Evaluation system

Linking job grade requirements to evaluation criteria and establishing clear evaluation rules

NEW Pay System

Establishing a structured salary system aligned with job grades and evaluation criteria

Human Capital Strategy, Achievements, and Disclosure Data Collection

Category	Item	2021	2022	2023	2024	2026 targets	Initiatives
<div>Work satisfaction** (Sense of fulfillment + work comfort)</div> 	Employee satisfaction	73.7%		75.2%	75.0%	77.0%	By enhancing job satisfaction, we aim to achieve a 77% positive response rate to the statement “I am glad to work at Takara” in the employee satisfaction survey by FY2026.
	Voluntary turnover rate	3.9%	3.6%	4.7%	4.2%	3.3%	
	Training cost per employee		19,472 yen	28,643 yen	31,732 yen	30,000 yen	We will strengthen human resource development aligned with medium- to long-term management strategies, including next-generation business leaders, DX talent, and global talent.
	Training hours per employee		14 hours	19 hours	21 hours	25 hours	
	Male parental leave utilization rate	45.0%	70.2%	79.1%	83.0%	100.0%	Starting in FY2023, we introduced parental leave training. In addition to employees expecting children, about 500 managers have participated in the training to deepen their understanding of parental leave and foster an environment that facilitates its use. We aim to achieve a 100% male parental leave utilization rate.
	Average overtime hours	14.6 hours	13.6 hours	10.3 hours	8.7 hours	10.0 hours	We are promoting DX company-wide and reviewing conventional work practices to improve labor productivity. At the same time, we are encouraging employees to adopt a time-conscious work style by setting the latest departure times and revising meeting methods.
	Paid leave utilization rate	56.6%	67.8%	71.1%	73.3%	75.0%	By promoting a work environment that facilitates the use of paid leave, including monthly paid leave encouragement, anniversary leave, and healthcare leave, we aim for a paid leave utilization rate of 75% by FY2026.
	Number of workplace issues and harassment consultations	18	60	64	51		Since FY2022, the establishment of an external consultation desk and the posting of informational posters have facilitated an environment where employees feel more comfortable seeking advice, leading to an increase in consultation cases. This initiative aims to bring issues to light before they escalate and enable early resolution while strengthening education for all employees and harassment training for managers. Since FY2024, we have also established a harassment consultation desk for freelancers, working to improve the overall work environment.
	Implementation rate of stress checks	96.0%	96.2%	95.0%	95.0%		For managers and supervisors, we are conducting e-learning training on supervisory line care to promote workplace improvements. As high stress is often linked to harassment, we are conducting harassment checks alongside stress checks.
	Percentage of high-stress employees	15.5%	16.1%	14.5%	15.1%		
<div>Active participation of diverse talent</div> 	Gender pay gap(all employees)	64.4%	65.0%	66.8%	68.7%	70.0%	While there is no gender pay gap in job grades or roles, differences arise due to disparities in years of service. We are committed to closing this gap by creating an environment where women can work longer and supporting their career advancement. Under the new HR system introduced in FY2024, the distinction between general employees and career-track employees has been eliminated, making it easier for capable women to advance their careers. ※Reference: Detailed breakdown of the gender pay gap by position—managers: 89.5%, supervisors: 79.4%, employees: 79.3%, contract employees: 79.4%.
	Number of female directors	0	0	1	2		As of June 25, 2025, the board has become a three-member structure, with the ratio of female executives reaching 27.3%.
	Percentage of female managers	2.5%	3.6%	5.2%	※6.3%	10.0%	By providing training for female employees who are candidates for future management positions, implementing systematic development programs, and proactively promoting them, we aim to achieve a 10% female management ratio by FY2026. *As of April 1, 2025, the ratio was 7.8%.
	Percentage of mid-career hires in managerial positions	9.9%	11.3%	11.8%	13.4%	15.0%	We will appoint capable employees to management positions regardless of their hiring classification. Additionally, we will actively recruit mid-career professionals into managerial roles.
	Percentage of mid-career hires	40.5%	41.4%	42.6%	28.9%		By recruiting diverse talent from the hiring stage, regardless of gender, age, nationality, values, or disability status, we aim to foster organizational diversity, drive innovation, and revitalize the organization.
	Percentage of female new graduate hires	39.7%	43.3%	39.0%	43.3%	50.0%	
	Employment rate of people with disabilities	2.25%	2.40%	2.51%	2.76%	2.80%	

Investment in human capital: Vision for FY2030

Maximizing corporate value  
through the full potential  
of diverse individuals

Nurturing, utilizing, and respecting individuals.  
Toward a company that continues to be chosen  
—Takara standard

Investment in human capital: Three-year initiatives

①Facilitating workforce mobility

【Development of business leaders】

We will promote the development of young leaders by identifying employees in their 20s and 30s with great potential, helping them acquire leadership skills at an early stage.

【Promotion of job rotation】

By providing diverse experiences to nurture individuals and creating opportunities to express individuality in various environments, we will develop an organization through the integration of diverse talent.

【Internal recruitment system】

We aim to enhance job satisfaction and develop human resources through self-directed career formation.

②Enhancing training programs

【Development of DX talents】

By developing DX talent and enhancing digital literacy for all employees, we aim to maximize the effects of digital investment.

【Enhancing training programs】

We will establish a well-structured training system that allows employees to feel that “Takara standard is a company that nurtures people,” offering programs tailored to career aspirations and growth ambitions.

【Development of innovation-driven talent and organizational growth】

We will recruit and develop highly specialized professionals, fostering an innovative organization by integrating diverse professional expertise.

③Diversity, Equity & Inclusion

【Fostering a corporate culture that embraces diversity】

Through DE&I training, we aim to create a corporate culture where diverse individuals respect differences and fully express their unique qualities.

【Promotion of women's participation in the workforce】

We will actively nurture and promote career-oriented women while creating an environment where all female employees can work with peace of mind.

【Promotion of mid-career hiring】

We aim to leverage external experience to generate new ideas and values that do not exist within the Company while actively promoting mid-career hires to management positions.