

# Creating an Environment That Enhances Value for Employees and the Company



The Daigas Group regards human capital as a source of value creation. Against the backdrop of a shrinking labor market and diversifying ways of work, we will expand recruitment and provide a workplace where diverse human resources gather and work together to maximize their potential, thereby increasing corporate value.

In addition, we will foster mutual-growth relationships between employees and the company by boosting business activities through two-way communications between them.

## FY2025.3 Results

Ratio of female employees promoted to managerial positions **18.2%**

Ratio of female career-track employees **39.4%**

Work engagement score **52.2**

Total number of new graduates and mid-career hires **116** people

Reserve ratio of next-generation management personnel **260%**

## Progress through FY2025.3

With the aim of acquiring and developing human resources who can play an active role in a rapidly changing business environment, we have expanded our recruitment methods, such as by hiring new graduates, and increased the number of employees we hire, which has resulted in us acquiring a diverse range of human resources. As a means of supporting autonomous career development, we have introduced an internal internship and internal side job system.

Simultaneously, we worked on the creation of a comfortable work environment, promoting flexible work styles unconstrained by time or location.

To empower employees with diverse careers and values, we enhanced career education for women, offered support for balancing childcare with work, and took other measures. In recognition of these efforts, we have been selected as the “Nadeshiko Brand” seven times as a company that excels in women’s empowerment in the workplace. In FY2025.3, we were selected as a “Next Nadeshiko: Companies Supporting Dual Careers and Co-parenting” as a company that is particularly outstanding in its efforts to support for all employees to manage to strike a balance between empowerment in the workplace and child rearing.

We also work on Health and Productivity Management\*. We established the Daigas Group Action Guidelines “Healthy 7” to promote healthy lifestyles, in addition to the Daigas Group Health Management Declaration, and aim to improve employees’ lifestyle habits by carrying out health promotion activities based on “Healthy 7.” In recognition of these efforts, we were selected as one of “the Health and Productivity Management Stock Selection Program 2025” three years in a row.

\*Health and Productivity Management is a registered trademark of the NPO Kenko Keiei Kenkyukai.

For specific initiatives, please see [Human Capital Report 2025](#), and [Sustainability Report 2025](#).



## Challenges and Future Strategies

To expand the Group’s business and diversify business portfolio, it is important to sustainably secure personnel for the entire Group. We aim to expand early the number of personnel who can develop technologies related to carbon neutrality and promote digital transformation, as well as to secure diverse personnel, including specialists. In addition, we will further accelerate such initiatives as the development of human resources necessary for management strategies and the creation of an environment where the right person is appointed to the right position and each employee can demonstrate their abilities to the fullest. For example, we will encourage employees to take on new challenges and grow by revising our personnel systems, such as extending the retirement age, and promote revitalization of individuals.