

Society

With the Future of Human Resources

The growth of a company is supported by its people. We foster “autonomous human resources” who respect each other as partners and strive together. We emphasize utilizing diverse perspectives and individual strengths to create new values.

Action theme focused on

- Diversity & Inclusion
- Human Resources Development

VOICE



Building an Organization where Employees with Diverse Backgrounds can Thrive

YOSHIDA Keiko,
Human Resources Development Divisions,
Human Resources Development Headquarters

I am responsible for recruitment, development and support for junior employees. My experiences have taught me that relying solely on personal success stories and values can limit growth for both individuals and the organization. I aim to foster a workplace where everyone can thrive regardless of their perspectives, roles or experiences. As one of the few female managers, I strive to promote women's empowerment and ultimately create an organization where employees, including those balancing caregiving or personal health challenges, are not seen as “exceptions.”

Diversity & Inclusion

For sustainable corporate growth, it is essential to respect individual backgrounds and incorporate diverse opinions. Guided by “SHIP” Philosophy shared across all employees, we prioritize providing opportunities for diverse talents to thrive.

Promoting Women's Empowerment

We recognize that advancing diversity enhances corporate value. Women play an active role across our five business areas, with female employees accounting for 58.7% of the workforce as of end of March 2025. By supporting their self-directed growth, we aim to increase the proportion of women in managerial positions and promote their participation in decision-making processes.

KPI	Female Employee Ratio
As of end of March 2025	58.7%

Disability Employment Support

We operate five Green Farm facilities, which provide hydroponic vegetable farming as part of Type B continuous employment support projects for individuals with disabilities. These facilities handle the entire process from cultivation to sales, creating a sustainable self-reliance support model while also contributing to ethical consumption awareness, local production and regional industry development.

KPI	Number of Support Facilities/Participants
As of end of March 2025	5 facilities, 138 participants

Childcare Support System

Since FY2022, we have introduced a childcare support system that provides a lump sum payment to employees to reduce financial burdens associated with childbirth or school enrollment. This range of initiatives ensures that we foster a supportive and inclusive environment for all employees.

Human Resources Development

We continue to foster talent based on our “SHIP” Philosophy. Employees are encouraged to develop strong ethical standards and interpersonal skills, increasing their motivation to create new value and form a resilient organization capable of adapting to change.

Principles Training

To instill “SHIP” Philosophy and promote shared aspirations, we updated the curriculum for corporate principles training in FY2022. This program has been attended by over 2,300 employees through company-specific and role-based sessions.

KPI	Training Sessions Attendance
	FY2024FY2025
	27 sessions, 546 participants28 sessions, 623 participants

Implementation of Next-Generation Executive Training

Implementation of Next-Generation Executive Training Targeting personnel from Group companies who are considered candidates for next-generation executive talent, the training aims to elevate their perspectives, viewpoints and insights to a level equal to that of executives. Over the past seven years, 295 individuals have participated in this training. In fact, executives are produced from the training and development of next-generation leaders are held in Group companies.

VOICE

Creating Systems for Managerial Opportunities across All Life Stages

AYUKAWA Nozomi,
Human Resources Division,
SHIP HEALTHCARE PHARMACY Co., Ltd.

I handle recruitment, placement, evaluation and HR system design for pharmacists and medical clerks. Some female managers successfully balance childcare and careers. Moving forward, I believe it is essential to cultivate a company culture where employees, regardless of life stage, are motivated to take on managerial roles and view them as valuable opportunities.

