

— CSR

+ Tokyu Fudosan Holdings Group's CSR

> Message from the President

+ Create Value for Customers

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▣ Employment and Labor Practice Initiatives

> Health and Safety

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## Employment and Labor Practice Initiatives



The Tokyu Fudosan Holdings Group aims to establish energetic workplaces that allow each and every employee to perform to the best of their ability and work in a lively manner in order to improve customer satisfaction and corporate value.

> Health and Safety

> Labor Standards

> Diversity Promotion

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# Health and Safety

## Policy

The Tokyu Fudosan Holdings Group recognizes that ensuring the health and safety of its employees is an important issue for its sustainable development.

It is based on this awareness that the Group continue to seek to create a work environment where our diverse employees can thrive, by maintaining a positive working environment, ensuring employee safety, supporting maintenance and improvement of employee health as well as proactively eliminate factors that negatively impact our workplace environment. We also ask our outsourcing partners, construction companies and other important stakeholders of the Group businesses to thoroughly ensure health and safety at their own workplaces.

Tokyu Fudosan Holdings

## Management Structure

### Board of Directors to Oversee Health and Safety Issues

In order to supervise its employees health and safety risk management, Tokyu Fudosan Holding reviews the Group companies' workforce management practices. The results of biannual monitoring of workforce management related performance including overtime work and absentees are reported to Board of Directors to effectively manage Group-wide risks associated with human resources and labor health and safety.

Tokyu Fudosan Holdings

### Monitoring and Management of Health and Safety Performance

Tokyu Fudosan Holdings has set up goals for health consultation rates and has been gearing up measures to encourage Group employees to take physical exams and stress tests.

Physical exam participation rate – Goal for FY2020 is 100%. It was 98.2% and 97.9% in FY2016 and FY2017 respectively.

Stress test participation rate -- Goal for FY2020 is 100%. It was 85.3% and 90% in FY2016 and FY2017 respectively.

Tokyu Fudosan Holdings

### Third-party Evaluation of Health and Safety Data

Tokyu Fudosan Holdings Group offers the Group companies' employees regular stress tests by Ewel, Inc., whose results are sent to a third party expert agency to monitor and evaluate the employees' mental health. These evaluation results helps to enhance the Group's measures to improve employees' health and safety. (Not all companies included.)

Tokyu Fudosan Holdings

## Health Management

TOKYU LAND CORPORATION, TOKYU LIVABLE, INC., TOKYU COMMUNITY CORP., TOKYU HANDS INC. and Tokyu Housing Lease Corporation have established "Health Declaration" and "Health Policy" to promote and maintain employees health. In order to ensure their "Health Management", TOKYU LAND CORPORATION and TOKYU LIVABLE, INC. have appointed the president and the Division Manager of Business Administration respectively as Chief Health Officers, while the Human Resources Executive of TOKYU COMMUNITY CORP and the president of TOKYU HANDS INC. serve as Health Management Promotion Executives at respective organizations, and the president of Tokyu Housing Lease Corporation, its Chief of Health Management.

TOKYU COMMUNITY CORP., TOKYU LIVABLE, INC., TOKYU HANDS INC., TOKYU LAND CORPORATION, Tokyu Housing Lease Corporation

## Health committees , Labor liaison meetings

The Group has established Health Committees at its business offices with 50 or more employees. With a goal of improving occupational health, these committees usually meet once a month to discuss 1)fundamental measures for preventing employees' health hazards, 2) fundamental measures for maintaining and promoting employees' health and 3)cause of occupational injuries and recurrence prevention measures involving health aspects. At TOKYU LAND CORPORATION, members of Health Committee include managers of labor division, employees' health management personnel, industrial physicians and labor union representatives.

Starting in fiscal 2011, we began sharing information on labor management pertaining to health and safety across the Group through the Group's labor liaison meetings. In addition, we have been conducting employee stress testing via Group-wide infrastructure since fiscal 2016. (Not all companies included.)

As of today, none of our business sites has obtained OHSAS 18001 certification.

Tokyu Fudosan Holdings, TOKYU LAND CORPORATION

## Application to stakeholders

We have concluded a construction contract with the construction company. The agreement contains the fact that it takes measures necessary to prevent occupational accidents of workers of construction companies and workers of related contractors at construction sites.

TOKYU LAND CORPORATION

## Practice and Implementation

### Employees' physical health and mental health

The Group endeavors to offer sound workplaces that are dynamic so that each and every employee can contribute their skill set to the fullest extent possible, based on the belief that employees are one of our most important assets.

Tokyu Land Corporation offers employees training programs based on their number of years of service in order to enhance the skills needed to produce new value. It also provides self-development programs that allow employees to select the program that best fits their needs. All the company's employees also undergo annual health examinations to safeguard their health. The company has established no overtime days and Commitment Leave as a means to rest their mind and body and return to work fresh and with a new sense of vigor. For employees' mental health, Tokyu Land Corporation carries out stress checks and has introduced an employee assistance program (EAP) implemented by an external health organization. Mental health training is provided annually to newly appointed managers, and in fiscal 2018 a total of 21 newly appointed managers participated.

Tokyu Fudosan Holdings, TOKYU LAND CORPORATION

### **Eight Companies Certified as Outstanding Health and Productivity Management Companies in 2020**

Tokyu Fudosan Holdings and the seven companies of the Group have been certified as outstanding health management and productivity companies in 2020 under the program encouraged by the Ministry of Economy, Trade and Industry.



The four companies Tokyu Fudosan Holdings Corporation, Tokyu Land Corporation, Tokyu Community Inc., and Ewel Inc. are among the top 500 (large companies) in the healthcare survey.



Tokyu Fudosan Holdings, TOKYU COMMUNITY CORP., TOKYU LIVABLE, INC., TOKYU HANDS INC., TOKYU SPORTS OASIS Inc., EWEL, Inc., TOKYU LAND CORPORATION, Tokyu Housing Lease Corporation

### **Acquired Health Management Rating from the DBJ**

In February 2015, Ewel, Inc. received the highest DBJ Employee's Health Management Rating of A from the Development Bank of Japan Inc, which awards ratings to companies with excellent health management practices. The company's wide ranging activities carried out at all of its business sites were impetus for this rating. These activities included promoting action through the company-wide Well Being Project that includes detailed health measures and incentive programs as well as its offices that are considerate of the work environment.



Logo of the DBJ  
Employee's Health  
Management Rating

EWEL, Inc.

## Number of Employees with Training in Health and Safety Standards

Tokyu Fudosan Holdings Group companies have offered their employees trainings on health and safety, whose records in fiscal 2018 are shown below.

Company	Training Subject	Participants	Number of Participants
TOKYU LAND CORPORATION	Mental health · Labor management	Group Leaders of new hires	22
TOKYU LAND CORPORATION	Labor management	New hires	38

Tokyu Fudosan Holdings, TOKYU LAND CORPORATION

## Addressing Global Health Issues

There are a number of countries suffering HIV, tuberculosis, malaria and other major health challenges and Tokyu Fudosan Holdings Group is committed to address these global health issues. To make sure our employees have the right knowledge of and are protected against major infectious diseases, the Group companies provide their expatriate staff and families with health checkups prior to their assignments and recommend vaccinations as necessary. We make it our priority to support our expatriate staff and their families lead healthy and safe living abroad.

Tokyu Fudosan Holdings

## Number of employee's fatal occupational accidents – Employees including contract employees

2015 (FY)	2016 (FY)	2017 (FY)	2018 (FY)
0 incidents	0 incidents	0 incidents	0 incidents

Tokyu Fudosan Holdings

## Injury and morbidity rate with leave (LTIFR) - Employees including contract employees

2015 (FY)	2016 (FY)	2017 (FY)	2018 (FY)
0 incidents	0 incidents	0 incidents	0 incidents

Tokyu Fudosan Holdings

## Absentee Rate - Employees including contract employees

2015 (FY)	2016 (FY)	2017 (FY)	2018 (FY)
0 incidents	0 incidents	0 incidents	0 incidents

Tokyu Fudosan Holdings

## - CSR

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TOKYU FUDOSAN HOLDINGS GROUP  
Recovery Support Project  
Great East Japan Earthquake For smiling faces all over Japan



## Labor Standards

### Policy

The Tokyu Fudosan Holdings Group will respect the following matters as a set of fundamental rights in hiring and employment in order to achieve co-existence and co-prosperity with employees.

- (1) Prohibition of discrimination: We will eliminate all discriminatory actions based on nationality, race, religion, beliefs, gender, age, sexual orientation and/or disability and will strive to maintain equal opportunity and treatment in hiring and employment.
- (2) Prohibition of harassment: We will never engage in sexual harassment, power harassment, or any other form of harassment toward people in the workplace. We will also never tolerate language or actions related to harassment.
- (3) Prevention of forced labor: We will strive to eliminate and prevent all forms of forced labor.
- (4) Curtailment of overwork and reduction of overtime: We will establish a fundamental policy on work management to curtail overwork and reduce overtime work giving consideration to employees' work-life balance and their health maintenance/improvement. In Japan, we will comply with the "Article 36 Agreement."
- (5) Prevention of child labor: We will support and practice the effective abolishment of child labor.
- (6) Respect for freedom of association and the right to collective bargaining: In recognizing that the freedom of association and the right to collective bargaining are fundamental human rights that must be respected by a company, in countries and regions where the formation of labor unions is allowed we fully recognize employees' right to organize, right to collective bargaining and right to strike in labor agreements. In addition, even in countries and regions that do not allow the formation of labor unions due to laws or practice, we will effectively promote conflict resolution through dialogue involving management and labor with the purpose of securing the freedom of association and the right to collective bargaining.
- (7) Payment of wages above and beyond the minimum wage: We will comply with labor laws and regulations and adopt a fundamental policy on labor management in which we will pay wages to employees above and beyond the minimum wage.

### Supporting international initiatives

The Group supports and respects the OECD Guidelines for Multinational Enterprises, international labor standards and Guiding Principles on Business and Human Rights. In December 2016, we stated our support for the UN Global Compact. In accordance with the ten principles of the UN Global Compact in the areas of human rights, labor, environment and anti-corruption, we promote responsible management and contribute to a sustainable society.

### The 10 Principles of the UN Global Compact

Human rights	<ul style="list-style-type: none"> <li>● Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and</li> <li>● Principle 2: make sure that they are not complicit in human rights abuses</li> </ul>
Labour	<ul style="list-style-type: none"> <li>● Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</li> <li>● Principle 4: the elimination of all forms of forced and compulsory labour:</li> <li>● Principle 5: the effective abolition of child labour; and</li> <li>● Principle 6: the elimination of discrimination in respect of employment and occupation</li> </ul>
Environment	<ul style="list-style-type: none"> <li>● Principle 7: Businesses should support a precautionary approach to environmental challenges;</li> <li>● Principle 8: undertake initiatives to promote greater environmental responsibility; and</li> <li>● Principle 9: encourage the development and diffusion of environmentally friendly technologies</li> </ul>
Anti-corruption	<ul style="list-style-type: none"> <li>● Principle 10: Businesses should work against all forms of corruption, including extortion and bribery</li> </ul>

[Click here to learn more about the UN Global Compact](#)

Tokyu Fudosan Holdings engages in activities as a member of the Global Compact Network Japan (GCNJ), the local network of United Nations Global Compact in Japan.

[Click here to learn more about the GCNJ](#)



Tokyu Fudosan Holdings

### **Communication of Corporate Policy on Labor Standards**

Tokyu Fudosan Holdings Group translates basic policy on labor management into English to ensure it is properly communicated to our employees and local staff at our overseas business locations.

Tokyu Fudosan Holdings

### **Employment Initiatives, Apprenticeship, Internship Programs for Socially Disadvantaged and Youth with little formal education, qualification or opportunities**

Tokyu Fudosan Corporation offers internship opportunities for students to make educated career choices. Both undergraduate and graduate students are eligible to apply to the internship program which accepted 119 students in fiscal 2018.

TOKYU LAND CORPORATION

### **Taking steps to promote diverse workforce regardless of race, religion, gender, age, sexual orientation, handicap, nationality, and equal opportunities, and to eliminate discrimination ~ Equal Employment Opportunities**

Tokyu Fudosan Holdings has set forth a code of conduct regarding human rights for each Group company to observe. The Compliance Group of the Group Legal Affairs Department and the Human Resources Development Group in the Group Human Resources Department are responsible for the company's positive and voluntary fulfillment of social responsibilities regarding human rights, and raising awareness and understanding of human rights issues throughout the Group.

Specific measures include trainings and e-learning programs on sexual, power and other types of harassments, discrimination and LGBT as part of our continuous awareness campaign. In addition, compliance helplines are available both within and outside of the company for employees to consult to via phone or e-mail regarding harassments and other issues.

We have launched an information liaison committee to further our effort to raise human rights awareness throughout the Group and strive to improve disability employment and hiring foreign nationals residing in Japan.

Tokyu Fudosan Holdings

## Management Structure

### Diversity Council

The Group has established the Sustainability Committee headed by the President & CEO, and to address the issues of diversity with regard to employees and work styles, the Diversity Council, established as a subcommittee, leads relevant management activities across the entire Group.

### Management of work hours

Each subsidiary of the Group monitors employees for chronic and constant prolonged work hours and makes improvements when necessary by discussing information about employees working prolonged hours and solutions at meetings of the Group Executive Committee and meetings involving executive officers.

Tokyu Land Corporation has a mechanism in place for labor-management negotiations. And it also holds "no overtime days" or a program to automatically shutdown computers after a certain period of time. Tokyu Livable, Inc. also strives to prevent prolonged work hours by using a program to automatically shutdown computers after a certain period of time and other solutions.

### Management of wages

The Group follows the minimum wage laws of each country where it operates to ensure that it pays wages that exceed the local minimum wage. The average annual wage of Tokyu Fudosan Holdings Corporation was 11.13 million yen in fiscal 2018.

### Dialogue between labor and management

Tokyu Land Corporation has instituted a labor negotiation mechanism to ensure dialogue between its employee representatives and senior management. Under the mechanism, the company's directors and the labor union meet annually and exchange their views and opinions, which nurtures better mutual understanding necessary for healthy labor-management relationship enabling both employees and the management to identify and share present issues, seek solutions and implement measures.

### Preventing child labor or forced labor

The Group primarily provides knowledge-based services, which means child labor or forced labor does not typically occur in this business segment. In its employment regulations, Tokyu Land Corporation prohibits employees under the age of 18 from working more than eight hours in one day, and as of today, there have been no cases of child labor or forced labor. To prevent child labor or forced labor from occurring in the future, checks are conducted as part of daily operations. If a case of child labor or forced labor is found, a mechanism and reporting system are in place to report the matter to the company.

### Respect for human rights and mechanism for reporting violations of human rights

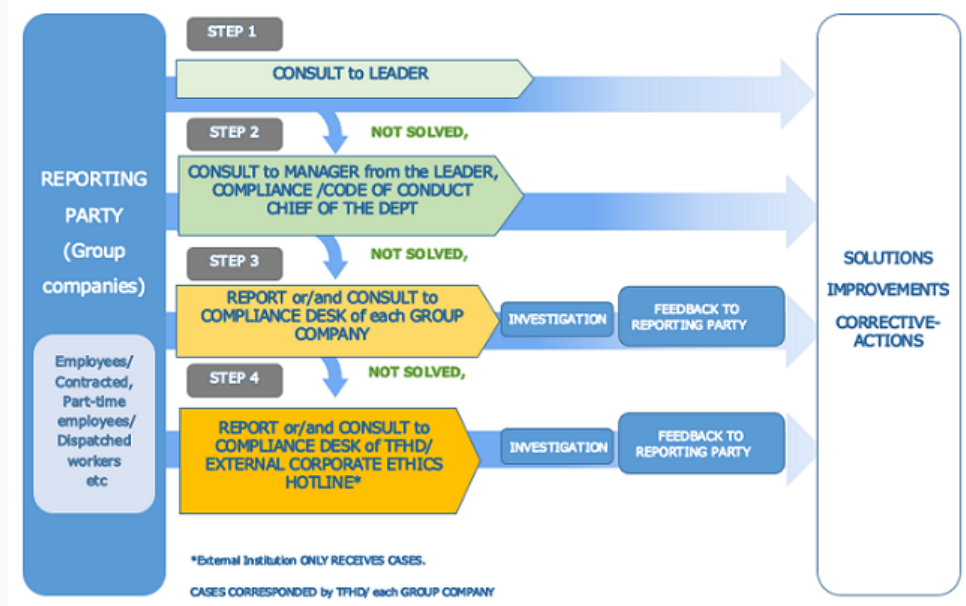
The Group has clear stipulations prohibiting discrimination based on race, religion, gender, age, sexual orientation, disability or nationality. Such forms of discrimination are not present within the Group as of the present, and checks are conducted as part of daily operations in order to prevent discrimination from occurring in the future. If a case of discrimination is found, a mechanism and reporting system are in place to report the matter to the company.

In addition, The Tokyu Fudosan Holdings Group states "Respect human rights" in the Code of Conduct and encourages individual employees to give due consideration to human rights in their activities. The Group respects basic human rights in compliance with "the Universal Declaration of Human Rights" adopted by the United Nations as well as with the local laws and regulations implemented in the regions where it has bases. The Group also takes steps to prevent discriminatory behavior and speech, sexual harassment and power abuse while making efforts to respect the diverse values, individuality, and privacy of individuals. Tokyu Land Corporation holds a training seminar for all new employees on the theme "Issues Surrounding Companies and Human Rights," so that they can have a grasp of human rights issues.



## Whistleblower System

Whistleblower System of the TFHD Group assumes it step 1-3 as below. We strongly believe that we should take actions by employee and organization themselves before reporting to compliance desk step 3. It also applies to early detection and the prevention of the compliance violation.



## Thorough dissemination of information to employees

"Guidebook for prevention of sexual harassment" and "Guidebook for prevention of power harassment" on the intranet so that all employees can see it at any time.

## Harassment/bullying prevention seminars targeting managers

The Group conducts various harassment/bullying prevention seminars targeting all managers on a regular basis.

Tokyu Fudosan Holdings

## Practice and Implementation

### Launched and Participated in Builders and Realtors Human Rights Due Diligence Workshop

On September 21, 2018, with Mitsubishi Estate as an organizer, Tokyu Fudosan Holdings, NTT Urban Development, Tokyo Tatemono Co., Nomura Real Estate Holdings, Obayashi Co., Shimizu Corporation and Taisei Corporation joined in launching of Builders and Realtors Human Rights Due Diligence Workshop.

The Workshop aims to identify adverse impacts that builders and realtors have on human rights, and research and explore how we can address them. By doing so, we make sure we are in line with the UN Guiding Principles on Business and Human Rights which require business enterprises to avoid infringing on human rights of others and to implement measures to prevent, mitigate and remedy human rights abuses on those linked to their businesses.

Amid recent globalization, our businesses today operate well beyond national boundaries and we are expected to embrace more internationalized, sophisticated corporate social responsibilities(CSR). At the same time, adaption of UN Sustainable Development Goals(SDGs) in 2015 has accelerated ESG investing practices where investors screen and invest in companies with strong E(environment), S(society) and G(governance) due diligence.

Regarding Human Rights, a core subject in Social Responsibility, UN Commission on Human Rights adopted UN Guiding Principles on Business and Human Rights in 2011, providing a framework for businesses to respect human rights, in which companies are required to practice human rights due diligence in order to avoid and mitigate human rights infringement.

Human rights due diligence practice involves four steps: assessing human rights impacts; integrating findings and responding to impacts; tracking performance; and communicating about how impacts are addressed. Because these steps are to be taken not only on our own business entity but also on its entire supply chain and value chain network, the vastness of this scope has hindered us from thoroughly addressing the issues. That is why developers as well as construction companies in the supply chains decided to launch the Workshop, the first of its kind in the industry, to establish Human rights due diligence framework.

The Workshop provides member companies with opportunities to learn about human rights including international human rights standards and approaches expected of us. We intend to invite specialists from NGO and other experts to help us identify actual human rights risks and explore specific approaches.

Tokyu Fudosan Holdings

### Initiatives to create an employee-friendly work culture

Tokyu Community Corp. introduced the teleworking system from May 2016. Approximately 120 people are currently applying for the system. In addition by using the "slide work system" already introduced which can advance the working hours can forward at the same time, more flexible way of working can be done. On the other hand, we have launched the "Women Employment Project Team" and are working on improving support for balancing child rearing and continuing employment. As a result, the number of women adopted increased, employment continued, we were able to earn the highest rank of "Eruboshi Certified \*" as a company with good work on promoting women's success.

\* "Eruboshi Certified\*" is a certification system of Minister of health , Labor and Welfare.

TOKYU COMMUNITY CORP.

### Continued employee satisfaction surveys

Tokyu Land Corporation continues to conduct employee satisfaction surveys. The purpose is to create a more rewarding organization / workplace by visualizing the engagement status of employees and improving their organizational capabilities.

	Rating	Score
FY2017	BBB	57.0
FY2018	BBB	56.3

ref : Engagement rating

AAA	AA	A	BBB	BB	B	CCC	CC	C	DDD	DD
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TOKYU LAND CORPORATION

### Employee training dedicated to skills development

The training that Tokyu Land Corporation conducted to develop the skills of regular employees is as follows. (FY2018)

- Total time: 13, 228.5 hours
- Average time per person: 14.3 hours
- Average number of days per person: 1.9 days
- Type of training: hierarchical training, optional training, nomination type training

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TOKYU LAND CORPORATION

### Turnover rate

The turnover rate per voluntary reason of Tokyu Land Corporation was 1.5%, and there were no cases of dismissal due to personnel cuts. (FY2018)

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TOKYU LAND CORPORATION

### Skill Development Programs for Employees

In order to foster innovation within the Group required to create values for diverse lifestyles, the Group proactively promote individual skill development. A number of Group companies offer certificate assistance programs to help their employees obtain professional certifications including Licensed Real Estate Realtor, First-class Qualified Architect, Real Estate Transaction Specialist, Small and Medium Enterprise Management Consultant, Licensed Representative of Condominium Management Company, Licensed Strata Management Consultant, and The Official Business Skills Test in Bookkeeping. Language classes and other training programs are also available for the employees.

As one of the skill development programs, Tokyu Fudosan Holdings hosts Knowledge Café seminars quarter-annually, which invites top professionals from broad range of industries to share their expertise and views. The Café is open to all Group employees and some of these seminars draw over 200 audiences overflowing the venues eager to broaden their horizons.

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Tokyu Fudosan Holdings

### Ratio of non-regular employees

The Group employs 9,666 contract workers, and 37% of all persons employed, including regular employees, have fixed term contracts.(April 1, 2018)

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Tokyu Fudosan Holdings

# Third-party Verification of Social Data

The Tokyu Fudosan Holdings Group receives verification of its non-financial data from a third-party in order to ensure the reliability of this information. For fiscal 2019, the scope of this verification includes social data (eight items including the ratio of female managers, average years of service, and the ratio of new female employee hires to total hires, etc.).

## Third-party Verification Report on Social Data



Third-party Verification Report.pdf (PDF:8,631KB)

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# Diversity Promotion

## Policy

The Tokyu Fudosan Holdings Group will eliminate all discriminatory actions based on nationality, race, religion, beliefs, gender, age, sexual orientation and/or disability and will strive to maintain equal opportunity and treatment in hiring and employment. We accept each other in the difference in a variety of attributes and bring about innovation by showing individual ability to the maximum and continue to create value through our business activities.

Tokyu Fudosan Holdings

## Management Structure

The Group has established the Sustainability Committee headed by the President & CEO, and to address the issues of diversity with regard to employees and work styles, the Diversity Council, established as a subcommittee, leads relevant management activities across the entire Group.

Tokyu Fudosan Holdings

## Action Plan for Act on Promotion of Women's Participation and Advancement in the Workplace

Based on Act on Promotion of Women's Participation and Advancement in the Workplace, Tokyu Land Corporation is committed to realize a society where everyone regardless of gender is free to exert his/her individuality and capability, and hereby establish action plans in pursuit of this goal.

1. Period : FY2019 to FY2021

2. Present issues :

(1) Although the ratio of female new recruits has been on the rise in recent years, the company still has a smaller pool of female employees compared to that of male counterpart.

(2) We need to establish a system and corporate culture that allow all employees to choose from various working styles and achieve high productivity at different stages of their lives.

3. Quantitative Goal :

Following goals have been set in order to boost the ratio of female in managerial positions to roughly 10%:

. By FY 2025, roughly 20% of assistant manager positions to be held female.

. Roughly one thirds of the company's new graduates recruits to be female.

4. Actions and Implementation Period

(1) Proactively sending message to job seekers that we provide working environment where women prosper.

⇒Implementation : From the first half of FY2019

(2) Providing company-wide training on diversity

⇒ Implementation : From the second half of FY2019

(3) Setting up satellite offices aiming to boost productivity and provide better working conditions

⇒ Under implementation

(4) Pre-/ post parental leave interviews ⇒ Under implementation

(5) Instituting Reemployment system ⇒ Under implementation

TOKYU LAND CORPORATION

## Practice and Implementation

### Promoting diversity and creating dynamic workplaces

Tokyu Livable, Inc. has established the Diversity Promotion Section in an effort to create a workplace environment where women, seniors, foreign nationals and people with disabilities can be more actively involved. The company has introduced a mentor program for female real estate agents and provides training in an effort to increase the number of female managers. In 2015, Tokyu Livable, Inc. became the first major real estate sales company to receive the Tokyo Labor Bureau Director-General's Award of Excellence in the category of equal opportunity promotion at the Equal Opportunity and Work-Life Balance Promotion Awards organized by the Ministry of Health, Labor and Welfare.

The company also has a Career Expert Re-employment System in place that enables the continued employment of employees that fulfill certain internal standards until age 70 if they wish to remain employed. In addition to promoting the proactive use of female employees, the Group will actively work towards creating a workplace that can take advantage of the abundant experience and personal connections of senior employees that are expected to increase in the future so that they can be effectively used in the organization.

TOKYU LIVABLE, INC.

## [ Promotion of women's participation and advancement ]

### Diversity promotion and enhancement

Tokyu Fudosan Holdings Group organizes biannual Diversity Conference where representatives from group companies come together to promote group-wide diversity. The conference set KPI targets and monitor progress on percentage of female employees and women in managerial positions as well as employment of persons with disabilities. It also serves as a place to share innovative measures within and outside the group to improve group-wide diversity.

Tokyu Fudosan Holdings

### Promoting women's participation

With an aim to promote women's participation, Tokyu Fudosan Holdings Group supports group-wide networking group where group employees, mostly women, meet up for "Positive Networking College" to discuss relevant issues. The program is open to everyone including male employees.



Positive networking college session

Tokyu Fudosan Holdings

## Japan Innovative Women's Network(J-win)-encouraging women's leadership

In 2015, our effort to encourage growth mindset and more aspiration for women to fully display their capabilities led us to join an NPO, Japan Innovative Women's Network(J-win), who provides tailored supports for member companies in all industries in implementing measures to advance women in workplace. Tokyu Fudosan Corporation send two female employees to participate in workshops and seminars hosted by J-win on nurturing women's leadership and skill development.

Tokyu Fudosan Holdings

### [Work style reform]

#### Employee satisfaction survey

Tokyu Land Corporation continues to conduct employee satisfaction surveys. We aim to create a more organized organization and workplace by visualizing the involvement situation of employees and improving organizational capabilities.

TOKYU LAND CORPORATION

#### Achieving Work-life balance

Our group offer diverse working arrangements to achieve better efficiency and productivity as well as employees' work-life balance. Thanks to advanced IT, Tokyu Fudosan, Tokyu Community, Tokyu Livable and Tokyu Housing Lease have introduced telework scheme to accommodate more flexible work style. Many employees have already been taking advantage of the arrangement, which have proven to lead to more efficient use of time, improving productivities and employee satisfaction.

TOKYU COMMUNITY CORP., TOKYU LIVABLE, INC., TOKYU LAND CORPORATION, Tokyu Housing Lease Corporation

### [ Support for balancing work, childcare and eldercare ]

#### Support for childcare and eldercare

Each company in Tokyu Fudosan Holdings Group has been taking measures suitable to its business environment, to achieve a workplace where employees can balance their work and various life events or personal commitments including childcare and eldercare, and continue in their career.

#### <Examples of Group companies' and measures and programs>

- Tokyu Hands believes employees are their greatest asset, and none of them should have to leave the company for childcare, eldercare or other personal commitments. That is why they have launched "Now and Future Support Team" to support all employees in both professional and personal life. Tokyu Hands' employees at their career milestones have opportunities to visualize and plan their future career and personal life through workshops. The company also offers seminars for better understanding of balancing work and eldercare.



Diversity campaign poster

- In addition to reemployment program for those who leave work for childcare, Tokyu Community has “Pro Career Path” program for former employees who are qualified and willing. Employees leaving the company can sign up for the program if they meet certain criteria, and when ready to come back to work, they are eligible to take reemployment test in which they are given priority over others.

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TOKYU COMMUNITY CORP., TOKYU HANDS INC.

### **Seminar on diversity**

As part of our diversity initiative, Tokyu Fudosan Holdings held an executive seminar in October 2015 with Work-Life Balance Co. President Ms. Toshie Komuro as a speaker. Participants learned how to manage increasingly diverse workforce and workstyles and importance of executive commitment , and also engaged in a lively discussion.

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Tokyu Fudosan Holdings

## **[ Role of elderly and workers with disabilities ]**

### **Employment for people with disabilities**

Tokyu Livable offers employment opportunities for those with disabilities, where everyone finds right work for his/her skills and competencies and becomes a valuable member of the company. Many physically or mentally challenged employees, or “satellite staff” have been teleworking, drawing plans and guide maps on PC, while mentally disabled employees or “challenge staff” have been working as a team at the head office and each division, taking on wide range of back office tasks including handling interoffice mails and issuing certificates.

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TOKYU LIVABLE, INC.

### **Employment for older workers**

Tokyu Livable’s “Career expert re-employment” program ensures extended employment up to 70 years of age for older workers who are willing and meet the company standards. Tokyu Community’s retirement extension program, just introduced in October 2017, extends retirement age to 65 years old from current 60 for their technical staff. Both schemes are intended for growing number of older workers to take active roles in the workplace, as well as for the companies to tap on senior workers’ valuable experience and connections.

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TOKYU COMMUNITY CORP., TOKYU LIVABLE, INC.

### **LGBT Employees Forum**

As gender identity and sexual orientation have gained recognition as part of human rights in today’s society, Tokyu Fudosan Holdings Group hosted in July 2016, a forum on LGBT workers, inviting two speakers from NPO Nijiuro (rainbow) Diversity, Ms. Maki Muraki, a representative director and its staff member, Mr. Yuji Kato. 85 employees from 6 companies across the group participated in the event to raise awareness and deepen understanding of LGBT issues in Japan.

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Tokyu Fudosan Holdings



## [ Awards & Rankings ]

### L-boshi certified\* with highest ratings

Tokyu Community develop support programs to balance work and childcare/eldercare to ensure women's continuing career. This project was highly evaluated for achieving more employment opportunities and continuous career for women, and led to the highest ratings in L-boshi certificate awarded by Health, Labor and Welfare Minister as a company with excellent program implementation for advancement of women in workplace.

\*L-boshi(star) certification is given to companies that meet criteria set forth based on the Act on Promotion of Women's Participation and Advancement in the Workplace.



"L-boshi" Logo

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TOKYU COMMUNITY CORP.

### Ranked as a "Great Place to Work"

Tokyu Livable ranked 22<sup>nd</sup> in 2019 Great Place to Work in Japan. Based on feedbacks from employees around the world, Great Place to Work<sup>®</sup>, one of the world's largest survey institutes, shares 60 country specific ranking lists, and listed companies are recognized worldwide for their excellence.

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TOKYU LIVABLE, INC.

## Social Data

	Unit	FY2015	FY2016	FY2017	FY2018	FY2019
<b>1. The number of managers</b>	person	1,538	1,530	1,861	1,821	1,956
<b>2. The number of female managers</b>	person	91	87	161	151	159
<b>3. The ratio of female managers</b>	%	5.9	5.7	8.6	8.3	8.1
<b>4. The number of directors</b>	person	11	13	13	13	13
<b>5. The number of female directors</b>	person	0	0	0	1	1
<b>6. The ratio of female directors</b>	%	0	0	0	7.7	7.7
<b>7. The number of female operating officers</b>	person	2	2	2	2	3
<b>8. The number of employees</b>	person	19,230	20,421	21,091	21,976	21,976
<b>9. The number of full-time female employees</b>	person	2,089	2,125	2,390	2,514	2,863
<b>10. Ratio of Female Employees</b>	%	25.3	26.5	27.2	28.5	29.8
<b>11. The number of new hires</b>	person	831	411	379	377	422
<b>12. The number of new female employees hires to total hires</b>	person	294	171	152	149	136
<b>13. The ratio of new female employees hires to total hires</b>	%	35.4	41.6	40.1	39.5	39.5
<b>14. The average Length of Service by Female Employees</b>	year	8.7	8.8	8.7	9.2	9.2
<b>15. The average length of service by male employees</b>	year	13.0	12.9	12.7	13.1	13.1
<b>16. The gender differene in length of service</b>	year	4.3	4.1	4.0	3.9	3.9

\*Major Companies of the Tokyu Fudosan Holdings Group

(Tokyu Land Corporation, Tokyu Community Corporation, Tokyu Livable, Inc., Tokyu hands, Inc., Tokyu Housing Lease Corporation and National Students Information Center CO., LTD.) As of April 1.

4, 5 and 6 are the results of Tokyu Fudosan Holdings.

4, 5 are the data after the general meeting of shareholders.

8 as of the end of the previous fiscal year, including non-regular employees .

8,14,15,16 in FY2019 are the data for FY2018.

Tokyu Fudosan Holdings