

— Sustainability

+ Tokyu Fudosan Holdings Group's Sustainability

+ Create Value for Customers

+ Environmental Conservation Initiatives

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GROUP VISION 2030 ▶



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

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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

Tokyu Land Holdings conducts monthly labor management surveys at each Group company to oversee the management of employee health and safety risks.

In this survey, the status of overtime work, the use of five days of annual leave, and other performance figures are monitored on a regular basis. The results are reported twice a year to the Risk Management Committee and the Board of Directors to manage risks to the health and safety of Group employees' personnel and labor systems.

In addition, a Group Labor Liaison Meeting is held twice a year with labor managers from each Group company to share issues related to 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 99%, 100% and 100% in FY2018, FY2019 and FY2020 respectively.
- Stress test participation rate -- Goal for FY2020 is 100%. It was 91.9%, 89.0%, 98.5% in FY2018, FY2019 and FY2020 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

Named position responsible at Board level to Oversee Health and Safety Issues

The director responsible for promoting occupational safety management is the director in charge of the human resources and other general administrative divisions.

Tokyu Fudosan Holdings

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.)

The headquarters office in SHIBUYA SOLASTA, a group base of Tokyu Fudosan Holdings Group, has received preliminary certification of "WELL Building Standard" (WELL certification), which is the built environment evaluation system that considers health and wellness. (December 28, 2020)

Currently, we have no offices that have received ISO45001 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 2021 a total of 27 newly appointed managers participated.

Tokyu Fudosan Holdings, TOKYU LAND CORPORATION

Seven Companies Certified as Outstanding Health and Productivity Management Companies in 2023

Tokyu Fudosan Holdings and the seven companies of the Group have been certified as outstanding health management and productivity companies in 2023 under the program encouraged by the Ministry of Economy, Trade and Industry.



The five companies Tokyu Fudosan Holdings Corporation, Tokyu Land Corporation, TOKYU LIVABLE inc., Tokyu Housing Lease Corporation, and Ewel Inc. are among the top 500 (large companies) in the healthcare survey.



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

Number of staff trained on health and safety standards

Tokyu Fudosan Holdings conducts annual health and safety training for new employees, new group leaders and employees (in fiscal 2021, 33 new employees and 28 new group leaders of Tokyu Land Corporation, 178 group company employees attended).

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

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.

(1)Employees

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.

(2)Community

Tokyu Land Corporation has been operating in Indonesia since 1975, and through its local subsidiary PT. Tokyu Land Indonesia, we hold various programs related to the prevention and management of health problems of local residents. In FY2021, as a measure against COVID-19, we provided a total of 1000 vaccines twice in September and October. We will continue to contribute to Indonesia through these activities.



The opening ceremony



Waiting residents

Tokyu Fudosan Holdings

Risk Assessment carried out regarding health and safety

● Potential new operations or projects

In all development projects in which Tokyu Land Corporation is a principal operator, the site of potential new projects is checked and evaluated in advance and discussed with the construction company, and necessary guidance and measures are provided to ensure the safety of employees and the surrounding environment.

● Existing operations or projects

For existing buildings under management and operation, we regularly inspect the inside and outside of the building to ensure that the working environment is safe for our employees as well as for tenant employees and visitors and implement safety measures as necessary.

TOKYU LAND CORPORATION

Monitoring and managing health and safety performance

In order to ensure safety in construction, the construction divisions of our group companies set targets for frequency rate^{*1} and strength rate^{*2} and manage them annually based on actual performance to foster safety awareness. The actual results for FY2021 were 0.27 and 0.000, respectively, which are below the industry standard of 1.3 and 0.24. The targets for FY2022 are 0.49 and 0.018, respectively.

*1 Number of fatalities and injuries due to industrial accidents/total number of actual working hours x 1,000,000)

*2 Number of days lost per 1,000 total actual working hours/total actual working hours x 1,000,000)

Tokyu Fudosan Holdings

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

| 2017 (FY) | 2018 (FY) | 2019 (FY) | 2020 (FY) | 2021 (FY) |
|-------------|-------------|-------------|-------------|-------------|
| 0 incidents | 0 incidents | 0 incidents | 0 incidents | 0 incidents |

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

| 2017 (FY) | 2018 (FY) | 2019 (FY) | 2020 (FY) | 2021 (FY) |
|-------------|-------------|-------------|-------------|-------------|
| 0 incidents | 0 incidents | 0 incidents | 0 incidents | 0 incidents |

Absentee Rate - Employees including contract employees

| 2017 (FY) | 2018 (FY) | 2019 (FY) | 2020 (FY) | 2021 (FY) |
|-------------|-------------|-------------|-------------|-------------|
| 0 incidents | 0 incidents | 0 incidents | 0 incidents | 0 incidents |

Since FY2017, we have had no workplace accidents regarding the above, not to mention fatalities.

We will continue our efforts to achieve zero accidents in the future.

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TOKYU FUDOSAN HOLDINGS GROUP

Recovery Support Project

Great East Japan Earthquake



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 and human trafficking: We will strive to eliminate and prevent all forms of forced labor and human trafficking.
- (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 for acceptable living conditions.

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

[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

Management Structure

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 Fudosan Holdings

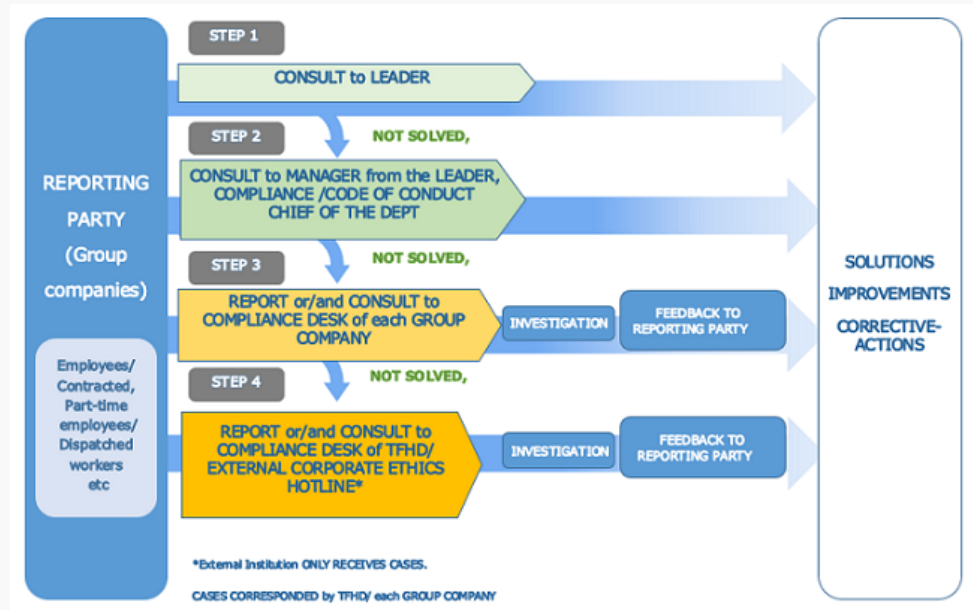
The specific action is taken regarding labor standards non-compliance

At Tokyu Land Corporation, In the event of non-compliance with labor standards, the consuler may use the internal reporting system to report the matter to the contact point. The Legal Department accepts the consultation received, and the Human Resources Department and other departments conduct fact-finding and other investigations before finding a solution. Corrective measures are then taken to improve the workplace environment.

TOKYU LAND CORPORATION

Whistleblower System

Whistleblower System of the TFHD Group assumes it step 1-4 as below. We strongly believe that we should take actions by employee and organization themselves before reporting to compliance desk step 4. It also applies to early detection and the prevention of the compliance violation.



•Non-retaliation policy

In accordance with the Whistleblower Protection Act, whistleblowers are legally protected so that their personal information is kept anonymous, their reports are kept confidential, and they are not subjected to any prejudicial treatment.

•Proactively communicated to employees

This system is actively communicated to employees by the following.

- Distribution of report window card
- Notification using compliance communication (issued monthly) and e-learning (twice a year)
- Posting on the TLC portal site

Tokyu Fudosan Holdings

Training on human rights policy

Tokyu Land Corporation conducts training on human rights policies in e-learning for all employees to raise awareness of the need for human rights protection in business. We also provide training on our human rights policy to all new employees to deepen their understanding of human rights issues under the theme "Issues Surrounding Companies and Human Rights,".

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

Acceptance of foreign technical intern trainees and efforts to respect their human rights

The Group responds to the fact that forced labors related to the foreign technical intern training program is regarded as a issue in Japan. We fully respect the human rights of foreign technical intern trainees as a priority issue for human rights risks, and have organized the issues related to the trainees and created the guidelines. By conducting surveys of the Group's host companies, we are continuously and proactively evaluating whether there are any negative impacts on human rights, and are working to avoid and prevent human rights violations. The results of the survey conducted in FY2020 showed no problems, but if problems are discovered in the future, we will work to mitigate them.

Tokyu Fudosan Holdings

The Employment of under-privileged groups and Internship Programs for Youth unemployment initiatives

Tokyu Land Corporation and TOKYU LIVABLE, INC. provide an environment where people with disabilities can work comfortably, such as by arranging work according to disabilities so that employees with disabilities can fully exert their abilities.

Tokyu Land 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 190 students in fiscal 2021.

TOKYU LAND CORPORATION, TOKYU LIVABLE, INC.

Preventing child labour and forced labour

The Group is committed to preventing child labor and forced labor by complying with the laws and regulations of each country concerning human rights and labor. In order to prevent child labor, we verify the age of each employee by using his or her certificate of residence when hiring.

To prevent forced and compulsory labor, we conduct periodic monitoring at each Group company and have established a contact point where employees can report possible violations. In addition, we always hire based on the applicant's willingness to apply, and mid-career hires, in particular, are hired based on the applicant's agreement after presenting working hours, wages, and other information in writing.

Tokyu Fudosan Holdings

Supporting a living wage

In addition to monthly salaries, Tokyu Land Corporation pays employees bonuses according to business performance several times a year.

TOKYU LAND CORPORATION

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. and Tokyu Housing Lease Corporation also strive to prevent prolonged work hours by using a program to automatically shutdown computers after a certain period of time and other solutions.

Tokyu Fudosan Holdings, TOKYU LAND CORPORATION

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.

Tokyu Fudosan Holdings

Harassment training for all employees and managers

The Group regularly holds e-learning and training by inviting external lecturers for all employees and managers to prevent harassment. The themes are not limited to mere learning, but also cover practical themes such as communication gaps between generations, unconscious bias and anger management, and include instances of harassment. We strive to prevent harassment by deepening the understanding of all employees and managers.

Tokyu Fudosan Holdings

Diversity Council

The Group has 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

Initiatives to create an employee-friendly work culture

With the exception of a few companies, Tokyu Land Holdings Group companies have established telecommuting systems to create a comfortable work environment through flexible work styles.

TOKYU COMMUNITY CORP. enables a more flexible way of working by simultaneously using the “sliding work system” that allows working hours to be pushed up and pushed down.

TOKYU COMMUNITY CORP.

Communicate labor standards globally to employees

Tokyu Land Corporation explains labor laws, employment regulations, labor contracts, and other labor standards to all employees, including those of Group companies in overseas locations, during training for new employees, newly appointed managers, and other level-specific education. In such cases, necessary materials are distributed in Japanese, English, and other languages as needed to create an environment in which employees can understand the information in their native language (or an equivalent language).

TOKYU LAND CORPORATION

Equal Pay for Equal Work Policy

In accordance with the provisions of the Part-Time and Fixed-Term Worker Law, the Worker Dispatching Law, etc., we are working to establish a system to ensure equal and balanced treatment regardless of gender or employment status.

Tokyu Fudosan Holdings

Practice and Implementation

Initiatives for Respect for Human Rights and Sustainable Procurement

Tokyu Fudosan Holdings held study sessions on respect for human rights and sustainable procurement twice in fiscal 2020 for related departments of the Group.

Tokyu Fudosan Holdings

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, research and explore how we can address them and share good practices with general construction companies which are one sector of the suppliers. 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 such as FoE Japan and other experts to help us identify actual human rights risks and engage in biodiversity dialogues to explore specific approaches.

Tokyu Fudosan Holdings

Participate in industry collaboration in labor standards

Tokyu Land Corporation are a member of the Shibuya Labor Standards Association, and we are always working closely with the labor standards administration promoted by the Shibuya Labor Standards Inspection Office, and we strive to create a safe, healthy and comfortable workplace through mutual communication and cooperation among our members.

TOKYU LAND CORPORATION

Freedom of Association

In Tokyu Land Corporation, the employee participation rate for the association (labor union) in fiscal 2021 was 41.8%.

TOKYU LAND CORPORATION

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.

TOKYU LAND CORPORATION

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 |
|--------------------|--------|-------|
| FY2018 first half | BBB | 56.3 |
| FY2018 second half | BBB | 57.0 |
| FY2019 first half | A | 58.0 |
| FY2019 second half | BBB | 57.9 |
| FY2020 first half | BBB | 56.5 |
| FY2020 second half | BBB | 56.2 |
| FY2021 first half | A | 59.0 |
| FY2021 second half | A | 58.5 |

*FY2021 Survey breakdown: 70% for men and 30% for women

ref : Engagement rating

| | | | | | | | | | | |
|-----|----|---|-----|----|---|-----|----|---|-----|----|
| AAA | AA | A | BBB | BB | B | CCC | CC | C | DDD | DD |
|-----|----|---|-----|----|---|-----|----|---|-----|----|

TOKYU LAND CORPORATION

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 10.71 million yen in fiscal 2020.

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Labor Standards

Turnover rate

The turnover rate and voluntary turnover rate at Tokyu Land Corporation were 3.2% and 2.0%, respectively, and there were no layoffs for the purpose of personnel reduction. (FY2021)

TOKYU LAND CORPORATION

Ratio of non-regular employees

The Group employs 10,494 contract workers, and 36% of all persons employed, including regular employees, have fixed term Contract employees.(April 1, 2021)

Tokyu Fudosan Holdings

Employee training dedicated to skills development

The training that Tokyu Land Corporation conducted to develop the skills of regular employees is as follows. (FY2021)

- Total time: 14,870 hours
- Average time per person: 12.7hours
- Average number of days per person: 1.7 days
- Type of training: hierarchical training(11.0h), optional training(1.4h), nomination type training(0.3h), (In parentheses) is the average time per person

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.

In addition, Tokyu Land Holdings holds "Knowledge Forums," self-development seminars in which professionals and top runners in various fields and industries are invited to share their experiences, and "Knowledge Cafés," in which employees serve as lecturers to promote mutual understanding of business operations. The "Knowledge Café" is held about four times a year for Group employees as a place for mutual understanding.

These seminars are popular as a place to deepen knowledge, with one particularly popular event attracting more than 200 participants, exceeding the venue's capacity.

Tokyu Fudosan Holdings

Response to Compliance Violations

In FY2021, the Help Lines received 129 consultations and reports, including minor consultations and questions. The Group Human Resources Department identifies, evaluates, and analyzes labor problems, which are reported to the Risk Management Committee and the Board of Directors, and appropriate action is taken within each company, such as issuing cautions to the individual concerned and other relevant personnel, in an effort to improve the situation.

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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 is promoting cross-group management at the Diversity Council regarding promotion and improvement of diversity, women's utilization, and work-life balance initiatives.

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 : FY2022 to FY2025

2. Present issues :

Although the percentage of women hired is steadily increasing, the talent pool of female management candidates remains small compared to that of men.

3. Quantitative Goal :

- (1) The ratio of female hires among new graduates will be approximately 40%.
- (2) By FY2025, the ratio of female managers will be approximately 10%.

4. Actions and Implementation Period

- (1) Incorporation into management policy from FY2022
Management will commit to and communicate the importance of promoting women's activities in the management strategy.
- (2) Recruitment—ongoing efforts
Actively publicize to job seekers that the company is a workplace where diverse human resources, including women, can play an active role.
- (3) Training from FY2022
Consider development measures for female employees and supervisors.
- (4) Flexible work styles—ongoing efforts
Promote flexible work styles, including telework.
- (5) Fostering a corporate culture —ongoing efforts
Conduct training on diversity and inclusion for all employees.

TOKYU LAND CORPORATION

Practice and Implementation

Promoting diversity and creating dynamic workplaces

In April 2013, TOKYU LIVABLE, INC. became the first major real estate distribution company to establish a division dedicated to diversity, followed by the establishment of a division dedicated to work style reform in April 2018. Tokyu Livable aims to be a company where each and every employee, regardless of gender, age, or disability, can fulfill their potential in their own way, and is committed to promoting diversity and reforming the way they work. For example, we have established a "partner system" for female sales and brokerage salespeople working shorter hours to work on projects with a partner in conjunction with reduced targets, to provide backup for customer service and a shift system for days off.

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 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. It also serves as a place to share innovative measures within and outside the group to improve group-wide diversity.

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 LAND CORPORATION, TOKYU COMMUNITY CORP., TOKYU LIVABLE, INC., Tokyu Housing Lease Corporation, NATIONAL STUDENTS INFORMATION CENTER CO., LTD.

[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 COMMUNITY CORP.

TOKYU COMMUNITY CORP. holds seminars for managers on nursing care, where they learn about support measures based on specific examples, in an effort to prevent employees from leaving their jobs to care for family members, and to support employees who are working while caring for family members.

In addition, the company has prepared a "Work-Life Balance Promotion Guidebook" that outlines childcare, nursing care, and other benefit programs, and continues to promote awareness of these programs.

- TOKYU LIVABLE, INC.

TOKYU LIVABLE, INC. has introduced a system for employees on childcare leave to exchange information and conduct interviews before and after returning from maternity leave to help employees balance work and childcare.

At the same time, we have introduced a "partner system" for employees who wish to work shorter hours, which, in conjunction with reduced targets, provides a system for working on projects with a partner to provide backup in dealing with customers and a shift system for days off.

TOKYU COMMUNITY CORP., TOKYU LIVABLE, INC.

Education on Diversity and Inclusion

Tokyu Land Holdings, Inc. believes that creating a workplace where a diverse workforce can work with vigor and enthusiasm leads to increased corporate value. To this end, we regularly conduct e-learning programs to deepen understanding of the importance of diversity and inclusion in corporate management.

Tokyu Fudosan Holdings

[Role of elderly and workers with disabilities]

Employment for people with disabilities

Tokyu Livable Staff Corporation, a subsidiary of 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.

The employment rate of persons with disabilities at Tokyu Fudosan Holdings in 2021 was 2.4%.

Tokyu Fudosan Holdings, Tokyu Livable Staff Corporation

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. Tokyu Land Corporation supports the diverse work styles of its senior employees by introducing a side job system for rehired contract employees and a partner system that allows them to choose the number of days they work.

TOKYU LAND CORPORATION, TOKYU COMMUNITY CORP., TOKYU LIVABLE, INC.

LGBTQ Initiatives

In fiscal 2021, Tokyu Land Corporation and Tokyu Community Corporation received the highest "Gold" and "Silver" ratings, respectively, in the PRIDE Index, which evaluates the LGBTQ initiatives of companies and organizations.

Under the Tokyu Land Holdings Group Human Rights Policy, the Tokyu Land Holdings Group is committed to eliminating discrimination based on gender, age, nationality, race, ethnicity, religion, social status, disability, gender identity, sexual orientation, and other factors, and to creating a mutually respectful organization that provides value to society. We will give back to society by creating an organization that respects each other.

Tokyu Fudosan Holdings, TOKYU LAND CORPORATION, TOKYU COMMUNITY CORP.

[Correspondence to diverse races, religions, and nationalities]

Correspondence to Muslims

Tokyu Land Corporation has set up a prayer room for Muslims in Shibuya SOLASTA, our headquarter, to create an environment where people can play an active role regardless of race, religion, or nationality for the local employees in Indonesia, where our affiliated companies operate.

TOKYU LAND CORPORATION

[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 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

TOKYU COMMUNITY CORP.

Social Data

| | Unit | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 |
|---|--------|--------|--------|--------|--------|--------|
| 1. The number of managers | person | 1,821 | 1,956 | 2,000 | 2,064 | 2,041 |
| 2. The number of female managers | person | 151 | 159 | 173 | 189 | 143 |
| 3. The ratio of female managers | % | 8.3 | 8.1 | 8.6 | 9.2 | 7.0 |
| 4. The number of directors | person | 13 | 13 | 13 | 15 | 13 |
| 5. The number of female directors | person | 1 | 1 | 1 | 2 | 2 |
| 6. The ratio of female directors | % | 7.7 | 7.7 | 7.7 | 13.3 | 15.4 |
| 7. Female operating officer | person | 2 | 4 | 4 | 6 | 2 |
| 8. The number of employees | person | 21,976 | 22,953 | 23,411 | 21,276 | — |
| 9. The number of full-time employees | person | 8,808 | 9,603 | 10,164 | 10,497 | 10,431 |
| 10. The number of full-time female employees | person | 2,514 | 2,863 | 3,136 | 3,343 | 3,329 |
| 11. Ratio of Female Employees | % | 28.5 | 29.8 | 31.4 | 31.8 | 31.9 |
| 12. The number of new hires | person | 377 | 422 | 437 | 347 | 322 |
| 13. The number of new female employees hires to total hires | person | 149 | 136 | 174 | 143 | 129 |
| 14. The ratio of new female employees hires to total hires | % | 39.5 | 32.2 | 39.8 | 41.2 | 40.1 |
| 15. The average Length of Service by Female Employees | year | 9.2 | 8.11 | 8.6 | 8.7 | 7.6 |
| 16. The average length of service by male employees | year | 13.1 | 13.3 | 12.9 | 12.7 | 10.4 |
| 17. The gender difference in length of service | year | 3.9 | 4.3 | 4.3 | 4.0 | 2.8 |

*The percentage of other women in 2022 is as follows.

18. Share of women in junior management positions 3.6%

19. Share of women in management positions in revenue-generating functions 28.4%

20. Share of women in STEM-related positions 37.6%

*Major companies of the Tokyu Fudosan Holdings Group as of April 1 of each year are covered. From 2022, Tokyu Land Corporation, Tokyu Community Corporation, Tokyu Livable, Inc., Tokyu Housing Lease Corporation and National Students Information Center CO., LTD. (Six companies, including Tokyu Hands Inc., until fiscal 2021.)

*4 to 6 are the results of Tokyu Fudosan Holdings, and are the data after the general meeting of shareholders.

*7 Number of directors and executive officers included. Third-party verification does not include directors and executive officers in the number of female executive officers (3 in FY 2019 and 3 in FY 2020).

*8 is the data as of the end of the target fiscal year, including non-regular employees.

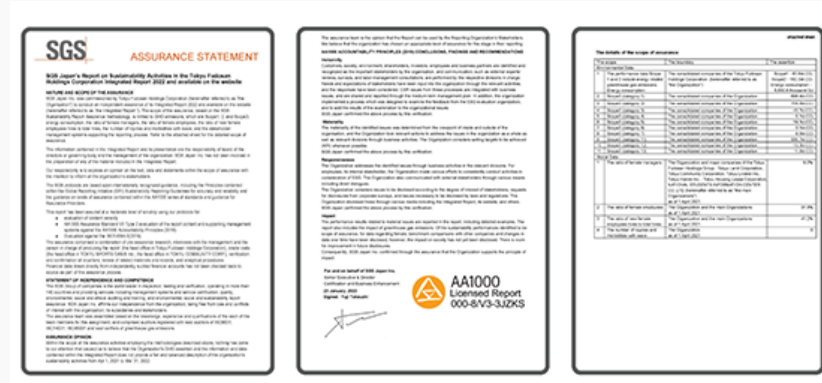
*20 STEM workers use their knowledge of science, technology, engineering or mathematics in their daily responsibilities.

Third-party Independent Verification of Social Data

The Tokyu Fudosan Holdings Group receives independent verification of its non-financial data from a third-party in order to ensure the reliability of this information.

The verification of FY2021 includes four social data (the ratio of female managers, the ratio of new female employee hires to total hires, etc.).

Third-party Verification Report on Social Data



[Third-party Verification Report.pdf \(PDF:183KB\)](#)