

## Creating sustainable urban areas— Redevelopment projects that solve community issues

We are leveraging the development capabilities and knowledge we have cultivated through engagement in a wide range of business fields and our track record in the real estate industry to contribute to solving the social issues facing communities through redevelopment projects. The mission of our redevelopment business is to not only establish infrastructure, but also advance sustainable regional development through area management, including activities to build local communities and enliven areas. We will create comfortable, prosperous, supportive lifestyles through urban development while taking note of changing trends, such as the decreasing birthrate and aging population, diversification of lifestyles and workstyles, digitalization of society, and rising environmental awareness.

*Case 01*

### Bringing the city and its people together at Shibuya Fukuras Developing a safe, secure station area and increasing the area's international competitiveness

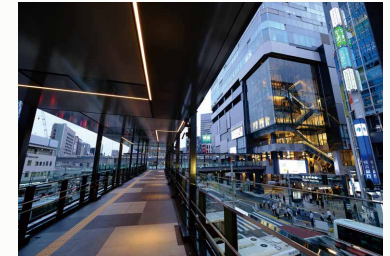
#### Challenges faced in the area around Shibuya Station's West Exit

The area around Shibuya Station's West Exit posed various transportation-related challenges, including complicated transfers between eight train lines at six stations, insufficient barrier free access to station facilities, a shortage of spaces outside of the flow of traffic where pedestrians can stop for a short time, and a hazardous lack of infrastructure for separating pedestrian walkways from the roads servicing the bus terminal.

It also presented social issues, including insufficient office space that is suitably equipped for the modern business environment and a lack of tourism-support functions, such as information provision and sightseeing guidance, despite the large number of visitors the area receives from around the world.

#### Aiming to strengthen the area's functions as a transportation hub while enhancing comfort and resilience to disasters

We collaborated with businesses in the area to advance a combined rail improvement and land readjustment project that redeveloped the buildings and surrounding area, such as station access routes, the bus terminal, and underground car parks, in a unified manner. This included constructing Urban Core, a vertical structure that guides foot traffic between various public transportation facilities spread over multiple levels, as well as a pedestrian deck, to establish a three-dimensional pedestrian network that is aligned with the topography of the area and that improves access between the stations and the surrounding area. We also moved the taxi stands, access roads, and collection and delivery car parks underground to ease road traffic congestion. Additionally, we secured a multi-level plaza space on the Shibuya Fukuras side to create a space outside of the flow of traffic where pedestrians



Urban Core, a multi-level pedestrian space providing direct access to Shibuya Station



ESSA, a collection and delivery car park that contributes to easing road congestion in the area. A committee for maintaining road environments in the area was also established.



shibuya-san, a tourist support center containing an art center to attract tourists to Shibuya. It provides sightseeing guidance and also holds events.

can stop for a short time. In regards to disaster preparation, it can also function as a temporary shelter for people who are unable to return home during disasters. Through these various initiatives, we have developed a highly convenient station area that is safe and secure, particularly for pedestrians, as befits a major rail terminal.

#### Enhancing the area's international competitiveness as a global hub

Shibuya Fukuras addresses the shortage of office space in the area by providing over 2,000 m<sup>2</sup> of office space per floor from floor 6 to floor 18. It is also enhancing the international competitiveness of the Shibuya Station area through a bus terminal that caters for shuttle bus services to Haneda and Narita airports and a tourist support center that will bring tourists into Shibuya after arriving in Japan and before departing. The building also contains a Business-Airport, a membership-based shared office facility that offers networking and support functions for clients, particularly content creators, and it is

situated next to the world-famous CÉ LA VI Tokyo restaurant. By incorporating cultural and information sharing functions that can attract tourists from all over the world, we are forming an internationally competitive hub for creating and showcasing culture and lifestyles.



## Creating sustainable urban areas— Redevelopment projects that solve community issues

# Case 02

## Deepening our links to the Ofuna area Improving built-up areas and engaging new area management ideas

### Challenges faced in the area around Ofuna Station's Kasama Exit

Ofuna Station is a terminal station located on the border of Kamakura and Yokohama that services around 190,000 passengers a day. Despite being a transportation hub that also includes a bus terminal, the area around the station was lacking urban infrastructure. Issues facing the area included that the bus terminal was not big enough to allow buses to turn around, there was no space for taxis and cars to make pick-ups and drop-offs, buildings and facilities had become dilapidated, including the public bicycle parking area, local park, and nearby wooden buildings, and there was a lack of open public space that is essential for implementing a disaster response.

Also, under the Yokohama City Urban Planning Master Plan, we were required to incorporate area management that facilitates disaster response and that enlivens communities by creating opportunities for multi-generational exchange between diverse people, including long-term residents, residents who moved in after the redevelopment, and visitors to commercial facilities.

### Large-scale mixed-use redevelopment covering a 1.7-hectare area

Tokyu Land Corporation has been a partner in redeveloping the area since 2014 and 2021 saw

the full opening of GRAND SHIP, a large-scale commercial facility, and BRANZ Tower Ofuna, a residential building. These buildings comprise an appealing mixed-use urban development that is considerate of the surrounding residential districts and that breathes new life into the station area.

We built the condominium building as a 21-story vibration-dampened tower structure that has become a new landmark for the town. We also connected the commercial facility to the station through a pedestrian deck to improve pedestrian mobility around the station area and strengthened the area's functions as a transport hub by developing a terminal that offers better convenience regarding buses, taxis, and cars, and rearranging bicycle parking facilities.

We also established a park and other open public spaces within the development site to provide space for various events and activities that



Tokyu Community Corp.'s condominium management and area management leaders at BRANZ Tower Ofuna

will facilitate area management.

Even before the project started, the redevelopment site contained many public facilities, landowners, and other stakeholders, which gave rise to various challenges. We established an organizational structure that leveraged the Group's unique value chain to find solutions to these challenges as quickly as possible. (Commercial consulting and project management: Tokyu Land SC Management; facility management: Tokyu Community; rental asset management: Tokyu Housing Lease; residence sales: Tokyu Livable)

### Tokyu Community's first area management trial as a comprehensive real estate management company

Area management is an essential factor for realizing dynamic communities, and Tokyu Community Corp., the Group's real estate management company, practices management that, in addition to condominium and facility management and operation, also includes the management of entire buildings and sites. As part of this approach, it has undertaken area management for this project with the goal of creating opportunities for developing a relationship with the local community and fostering a community that is inclusive of all stakeholders, including landowners and residents.

Tokyu Community Corp. is fully involved in



Holding disaster preparation drills to contribute to greater disaster awareness throughout the community



Holding events to create a lively atmosphere that brings together the entire commercial facility

local area management, maintaining a continuous presence at the facilities and creating opportunities to engage management associations and visitors. These efforts are creating diversity and facilitating community building activities that bring residential and commercial tenants together in a sustainable way.

## Formulating and implementing three human capital strategies in coordination with management strategies

We intend to take full advantage of the Group's comprehensive strength to advance human capital strategies based on our human capital philosophy and management strategies.

### Human capital strategies

#### Develop people who create value



- Dissemination of Group philosophy
- Development of DX talent
- Human capital development based on environmental management

Developing people who create value is a personnel development approach that incorporates the Group Philosophy and our management strategies. Our long-term vision GROUP VISION 2030 sets forth the advancement of environmental management and DX as overall Group policies aimed at building a solid and distinctive business portfolio. We will work to develop human resources who are highly-productive and widely contribute to society by pursuing the core measures of disseminating Group philosophy, developing DX talent, and advancing human capital development based on environmental management, with the goal of maximizing the value created by each individual employee.

#### Develop organizations with diversity and a sense of unity



- Empowerment of women
- Empowerment of diverse human capital
- Fostering of an innovative organizational climate

Developing organizations with diversity and a sense of unity is an approach to fostering workplace environments that support the Group's value creation. To realize this value creation, we think it will be essential to empower women, empower diverse human capital, and foster an innovative organizational climate by advancing diversity, equity, and inclusion (DE&I) initiatives. We are putting particular effort into empowering women, setting the targets of ensuring women account for 50% of new graduate hires, 20% of female managers, and 20% of female candidates for management positions by fiscal 2030. We aim to achieve these targets through initiatives such as career advancement systems that take childbirth and childcare leave into account (Tokyu Land Corporation) and childcare support and partner systems that reduce the individual burden involved in meeting targets, as well as a shift system for working on holidays and the assignment of multiple personnel to each responsibility (Tokyu Livable, Inc.).

#### Enhance motivation to work and foster an employee-friendly work culture



- Promotion of health and productivity management
- Support for diverse work styles
- Improvement of employee engagement

Enhancing motivation to work and fostering an employee-friendly work culture is an approach to building workplace environments that support the efforts of individual employees. We recognize that ensuring the safety and health of employees is an important part of sustainable corporate development so we are working to improve our workplace environments. We are putting a particular focus on support for diverse work styles, and in order to enhance efficiency and productivity and to ensure work life balances can be maintained, Tokyu Land Corporation, Tokyu Livable, Tokyu Community, Tokyu Housing Lease, and National Students Information Center have all introduced remote working and flextime systems (or in some cases, staggered working hours). In this way, they are leveraging IT to realize work styles that are not constrained by time and location, and to raise employee satisfaction.

## Implementing our three human capital strategies on a Group-wide basis

We are advancing distinctive initiatives to create synergies within the Group and to encourage the growth and engagement of diverse individuals.



### Develop people who create value Development of DX talent

**FY2022 results** Acquisition of IT passports **71%**<sup>\*1</sup>  
Number of initiatives utilizing digital technology **43**

We are working to build a foundation of DX talent by implementing intra-Group projects to create DX model cases and by carrying out a mix of practical and theoretical training. In February 2022, we established TFHD digital Inc. in order to recruit DX specialists and build a platform to support DX initiatives, both Group-wide and at each Group company. Our efforts, including the establishment of organizations and frameworks for promoting DX and specific DX model cases that realize synergies between existing and new businesses, have received positive recognition and in May 2023, we were selected as a DX Stock 2023 by The Ministry of Economy, Trade and Industry, the Tokyo

Stock Exchange, and the Information-technology Promotion Agency, Japan.

Our DX efforts are underpinned by initiatives that utilize digital technology, and in fiscal 2022 we implemented 13 of these initiatives, bringing the cumulative total up to 43. By fiscal 2030, we aim to be benefitting from the effects created by over 100 initiatives and Tokyu Land Corporation is targeting an IT Passport acquisition rate of 100%, covering all its employees.



### Develop organizations with diversity and a sense of unity Empowerment of diverse human capital

**FY2022 results** Percentage of employees who took an e-learning course **86%**<sup>\*2</sup>

We are promoting diversity, equity, and inclusion (DE&I) in order to foster an organizational climate in which diverse human resources can play an active role. We have formulated the DE&I Vision as an executive-level commitment, under which we provide an e-learning course for employees. We have also set the percentage of employees who take this course as a KPI with the target of achieving 100% by fiscal 2030.

Tokyu Livable Staff Corporation is getting recognition for its efforts to empower employees with disabilities, and in February 2022, it received certification under the Monisu Certification System, an initiative by the Ministry of Health, Labor and Welfare to encourage stable employment for people with disabilities.



Receiving Monisu certification at Hello Work Shibuya



### Develop people who create value Human capital development based on environmental management

**FY2022 results** Sustainable Action Awards entries **123**  
Environmental efforts through business **36 cases**

In order to advance human capital development based on environmental management, we are working to raise environmental awareness through e-learning programs and the Sustainable Action Awards. The Sustainable Action Awards is an awards program that commends specific initiatives that solve an environmental or social issue through business activities. It was established in order to encourage the adoption of these actions on a Group-wide basis, eventually leading to earnings contributions. In fiscal 2022, we received 123 entries covering 19 Group companies, and 12 of these were recognized as winning initiatives. We aim to continue receiving at least 50 entries a year to achieve a cumulative total of 300 by fiscal 2025. Our engagement

in this area is underpinned by environmental efforts through business, and in fiscal 2022, we implemented 14 cases, bringing the cumulative total up to 36. We aim to be benefitting from the effects created by over 100 efforts by fiscal 2030.



The Sustainable Action Awards presentation ceremony



### Develop organizations with diversity and a sense of unity Fostering of an innovative organizational climate

**FY2022 results** Cumulative STEP proposals received **253**  
Commercialized proposals **3**<sup>\*3</sup>

We established STEP as a Group co-creation-based internal venture scheme that aims to create innovation that transcends barriers between Group companies and pass on the Group's challenge-oriented DNA to new generations. The name STEP was chosen as S represents Start, Sustainable, and Shibuya, and T represents TFHD (Tokyu Fudosan Holdings), with the other letters standing for Entrepreneur Program. The scheme was launched in fiscal 2019 and in fiscal 2021, we established TQConnect Corporation a company developed from an idea submitted in the first round of proposals. We have set the target of commercializing at least one proposal per year up to fiscal 2025 in order to foster an innovative organizational climate throughout the Group.



TQConnect's president and CEO (left) and vice president (right)

\*1. Tokyu Land Corporation

\*2. Combined total of the five main business companies (Tokyu Land Corporation, Tokyu Community Corp., Tokyu Livable Inc., Tokyu Housing Lease Corporation, and National Students Information Center, Co., Ltd.)

\*3. As of March 2023



## Implementing our three human capital strategies on a Group-wide basis


**Enhance motivation to work and foster an employee-friendly work culture**  
**Promotion of health and productivity management**
**FY2022 results** Ratio of childcare leave taken by male employees **65%**

We have positioned maintaining and improving the health and happiness of employees as an important management issue, and we are advancing various initiatives that will have a positive effect on physical and mental health. We have set the targets of having 100% of employees undergo physical examinations and stress checks, and 100% of eligible male employees take childcare leave, and to achieve these, we are holding seminars among other awareness raising activities.

In fiscal 2021, the ratio of childcare leave taken by male employees at Tokyu Community Corp. was 100%. We are working to encourage leave taking and to foster a culture of mutual support by establishing systems, including making the first five days of childcare leave into paid leave and providing spousal childbirth

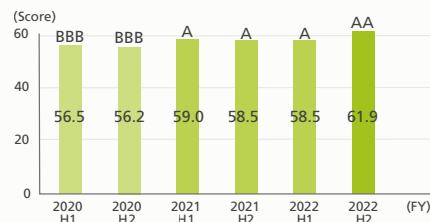
leave that can be taken in half-day units, and through repeated notification using manuals.



Providing information on taking childcare leave for men through T-Mag, the Group's intranet site.


**Enhance motivation to work and foster an employee-friendly work culture**  
**Improvement of employee engagement**
**FY2022 results** Carrying out employee engagement surveys and implementing improvements  
**AA engagement rating**

At each Group company, we carry out work engagement surveys alongside stress checks. Furthermore, each Group company also regularly implements its own employee engagement survey. Tokyu Land Corporation conducts a survey twice a year, and the overall results are disclosed both within and outside the company. Feedback gained from the surveys is presented to the head of each organization and incorporated into efforts to maintain and improve engagement. In fiscal 2022, the company achieved its fiscal 2030 target of an AA rating ahead of schedule and going forward, it will continue working to maintain and improve this score.

**Tokyu Land Corporation's employee engagement score**


Reference: Engagement rating criteria (ranking systems with 11 ratings)

Score	33	39	42	45	48	52	55	58	61	67	
Rating	DD	DDD	C	CC	CCC	B	BB	BBB	A	AA	AAA

**Expert evaluation**
**I expect these human capital strategies to enhance corporate value**

Developing people, developing organizations, developing society. The word 'develop' is central to the Group's efforts to disseminate its philosophy and advance strategies, and in this philosophy and these strategies, we can see the Group's strong will to ensure that social issues are addressed by not just organizational managers, but every single individual. The Group clearly demonstrates sincerity and respect for its founding spirit and I feel that it takes great pride in the strong, authentic approach it takes to realizing a sustainable society.

In order to create diverse value for society, it is important that all employees embrace diverse values and understand that they are the source that drives the creation of these diverse values. It is clear that Tokyu Fudosan Holdings Group's three human capital strategies are highly compatible with each other and will strengthen the Group in a way that will help it to achieve this idea. However, these strategies are mutually dependent on each other, so the effort and perseverance of every employee will be required to ensure that all three are advanced without fail.

The key concepts for advancing these human capital strategies are "motivation to work" and "an employee-friendly work culture." Organizations will not be able to realize the strategies until they combine the innovation derived from this motivation to work with disciplined organizational management. In particular, an innovative organizational climate can only be fostered through diversity and unity, and the management capabilities required to incorporate both of these opposing aspects cannot be acquired overnight. It involves formulating specific management policies that can balance ideas such as, for example, ensuring psychological safety while also remaining receptive to opposing ideas and criticism, or allowing for failures while also maintaining high standards for achievement.


Also, I found it impressive that the human capital strategies directly reflect measures and KPIs for achieving human resource development based on environmental management and DX, and give clear, specific targets for each of the KPIs. The setting of the degree of personal investment in achieving the long-term vision of executive officers as a unique indicator communicates the Group's desire to draw out the motivation of each employee, even senior management members.

I think it is important that management members have clear vision of the causal relationship between human capital investment and associated management strategies and the effects these have on financial indicators and the enhancement of capital efficiency. They also need to be able to demonstrate a firm course of action in this regard. Human capital strategy is the driving force behind business strategy, and I expect to see the Group further evolve its human capital management in a way that will also enhance corporate value.


**Satoshi Sasaki**

Senior Researcher, Persol Research and Consulting Co., Ltd.  
 Affiliate Professor, Rikkyo University Graduate School

## Strategy measures and human capital KPIs

Human capital strategies	Measures	Human capital KPI	Progress (results for April 2023 are preliminary figures)	Target	Outcomes
 <p>Develop people who create value</p>	• Dissemination of Group philosophy	• Degree of personal investment in achieving the long-term vision of executive officers at each Group company (extent of Group coordination)	84% (FY2022 result, covering a total of 140 officers)	90% (FY2025)	 <p>2030 Create value for the future</p> <p>Production of personnel who are highly-productive and widely contribute to society</p> <p>Realization of environments where employees can work with motivation and ambition and in good physical and mental health.</p>
	• Development of DX talent	• Acquisition of IT passports*1 • Number of initiatives utilizing digital technology	71% (FY2022 result) Cumulative total of 43 (FY2022 result)	100% (FY2030) Cumulative total of at least 100 (FY2030)	
	• Human capital development based on environmental management	• Sustainable Action Awards • Environmental efforts through business	123 entries (FY2022 result) Cumulative total of 36 (FY2022 result)	50 entries/year, cumulative total of 300 (FY2025) Cumulative total of at least 100 (FY2030)	
 <p>Develop organizations with diversity and a sense of unity</p>	• Empowerment of women	• Ratio of women among new graduate hires*2 • Ratio of female managers (ensuring the diversity of core human capital)*2*3 • Ratio of female candidates for management positions*2*3	46% (April 2023 result) 8% (April 2023 result) 18% (April 2023 result)	50% (April 2030) At least 20% (April 2030) At least 20% (April 2030)	
	• Empowerment of diverse human capital	• Ratio of mid-career hires among managers*2*3 • Deepening understanding of DE&I (percentage of employees who took an e-learning course)*2	46% (April 2023 result) 86% (FY2022 result)	50% (April 2030) 100% (FY2030)	
	• Fostering of an innovative organizational climate	• Number of proposals commercialized through STEP, the Group's co-creation-based internal venture scheme • Acquiring external knowledge and sharing expertise within the Group	Cumulative totals of 253 proposals received, 3 commercialized (FY2022 results) Cumulative total of 111 seminars (FY2022 result)	Commercialization of 1 proposal/year (FY2025) Hold 4 seminars/year (FY2025)	
 <p>Enhance motivation to work and foster an employee-friendly work culture</p>	• Promotion of health and productivity management	• Ratio of employees who undergo physical examinations*2 • Ratio of employees who undergo stress checks*2 • Ratio of childcare leave taken by male employees*2	100% (FY2022 result) 93% (FY2022 result) 65% (FY2022 result)	100% (FY2030) 100% (FY2030) 100% (FY2030)	
	• Support for diverse work styles	• Ratio of Group companies implementing a remote working system*2 • Ratio of Group companies implementing a flextime (or staggered working hours) system*2	100% (FY2022 result) 100% (FY2022 result)	100% (FY2030) 100% (FY2030)	
	• Improvement of employee engagement	• Carrying out employee engagement surveys and implementing improvements*1	AA engagement rating (FY2022 result)	AA engagement rating (FY2030)	

Results include figures that have yet to undergo third party verification and are therefore subject to change.

\*1. Tokyu Land Corporation

\*2. Combined total of the five main business companies (Tokyu Land Corporation, Tokyu Community Corp., Tokyu Livable Inc., Tokyu Housing Lease Corporation, and National Students Information Center, Co., Ltd.)

\*3. "Managers" indicates employees at the manager level or above while "candidates for management positions" indicates employees one level below manager (assistant manager or equivalent)

## Promoting due diligence internally and externally

We are practicing due diligence and working toward solutions to human rights issues in order to ensure respect for the human rights of not only Group employees, but also people throughout our entire supply chain.

### Human Rights Policy and Sustainable Procurement Policy

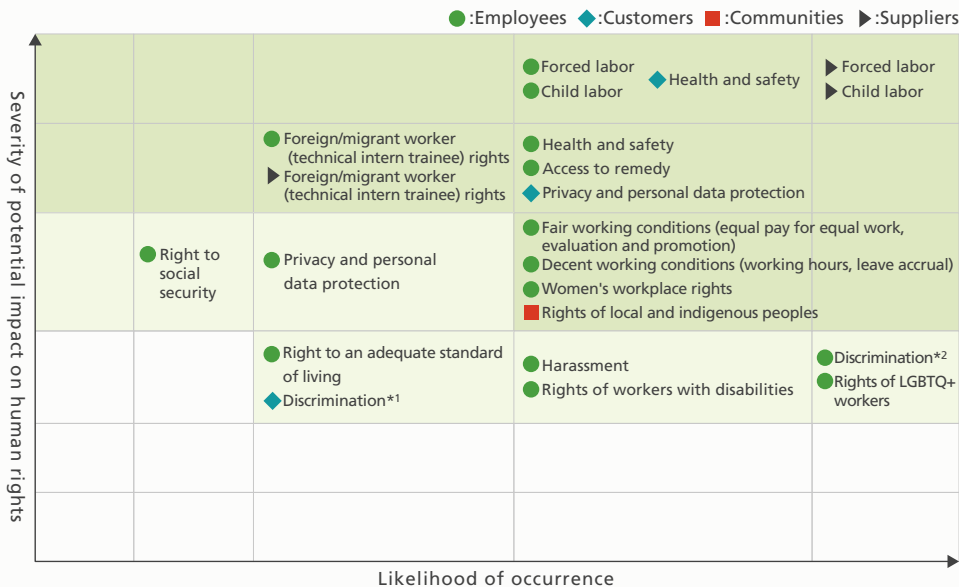
In December 2019, we formulated the Tokyu Fudosan Holdings Group Human Rights Policy, under which we carry out business activities that fully respect human rights, together with our suppliers, in support of international human rights doctrines including the Universal Declaration of Human Rights.

Additionally, in January 2020 we formulated the Tokyu Fudosan Holdings Group Sustainable Procurement Policy. As a responsible corporate group, we are implementing this policy throughout our entire supply chain with the aim of preventing and lessening the negative impact of our business activities on human rights and the environment.

### Identifying and mapping human rights risks

When formulating our human rights policy, we analyzed and evaluated risk based on the likelihood of occurrence and severity of potential impact, both on a Group-wide basis and for each business. In fiscal 2022, we revised

our evaluations in accordance with business restructuring and risks related to our materialities, and formulated the human rights risk map shown below.



\*1. Risk to customers: Discrimination during the provision of customer service or use of services, discriminatory depiction in advertising, etc.  
\*2. Risk to employees: Discrimination based on nationality, race, religion, personal beliefs, sex, age, sexual orientation, gender identity, disability, etc.

### Priority issues and main initiatives

Our risk evaluations identified six items as important human rights issues. These are 1) forced labor and child labor, 2) employment conditions and work environments of employees and suppliers (including migrant workers), 3) infringement on employees' privacy and personal information protection rights, 4) impact of land development on local communities (including indigenous people), 5) safety of employees and suppliers during

development, and 6) infringement on the right to access remedy.

Also, after considering the effects of our business activities on human rights, we have positioned the sustainable procurement of construction materials and the prevention of forced and child labor within the supply chain as important issues that must be addressed as a priority. Accordingly, we have set relevant KPI with targets for fiscal 2030 in our long-term management policy.

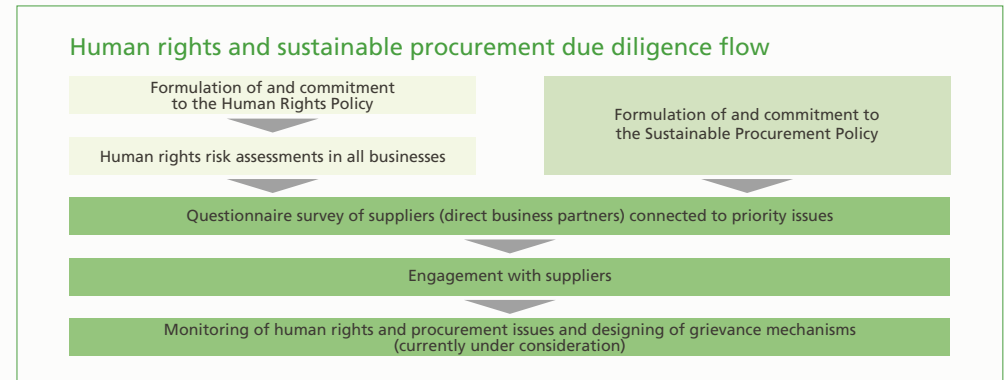
### Practicing due diligence

Tokyu Land Corporation practices due diligence toward the construction companies that are its main business partners and important suppliers. As part of this, our guidelines for estimates stipulate compliance with our Human Rights Policy and Sustainable Procurement Policy, consideration for the human rights of foreign technical intern trainees, and also require that estimates include certified wood for the wood used in concrete formwork.

We also evaluate the risk posed by each

partner company through sustainable procurement surveys and provide them with documented feedback, including proposals for improvements. In fiscal 2022 we surveyed 184 companies and identified eight as high risk.

We are working to educate employees within the Group through awareness raising content in internal newsletters, e-learning, and new employee training, among other measures. We are also establishing contact points for consultation regarding harassment and LGBTQ+ matters.



## Interview

# Respecting the human rights of technical intern trainees from overseas

We talked to a representative of Tokyu Bldg. Maintenance, a company that accepts trainees from overseas through Japan's Technical Intern Training Program, on the measures the company is advancing to ensure that it is a popular choice for trainees.

### Yukiyo Abiko

Operations Management Section,  
Business Development Department,  
Corporate Management Division  
Tokyu Bldg. Maintenance Co. Ltd.

Joined the company in 2015. Assigned to her current position as a living guidance counselor to Technical Intern Training Program trainees in fiscal 2017. Responsible for providing trainees with operational training and guidance concerning every aspect of their lives in Japan.



### Looking after Technical Intern Training Program trainees

Tokyu Bldg. Maintenance is engaged in providing comprehensive building management services for properties, particularly buildings under the management of Tokyu Community Corp. These services include cleaning, facility management and maintenance, and building security. In fiscal 2017, our building cleaning business started employing Technical Intern Training Program trainees, ahead of the majority of the industry. As a result, we have received many enquiries from other companies in the building cleaning business and our employees have appeared as panelists at industry seminars.

Amid chronic shortages of cleaning staff, we decided to take on trainees because Tokyu Land Corporation engaged in a new large-scale redevelopment project and we anticipated that we would receive new orders for our services. We have set the three goals of ensuring the consistency of operations, providing high-quality service, and realizing dynamic workplaces and we are implementing a steady practical-based training plan for acquiring skills accordingly. We have also

#### Utilizing the Technical Intern Training Program

The Technical Intern Training Program aims to form employment relationships between Japanese companies and intern trainees from other countries to help them acquire and become proficient in skills that would be difficult to learn in their home country. Building cleaning is a profession covered by the program and trainees are taught skills based on a practical training plan.

developed our own original methods for helping trainees, who come to Japan alone, to feel secure and comfortable in their work.

Our first cohort of trainees included four people, and as there were many things that we were dealing with for the first time, such as coordinating with the supervising organization, ensuring trainees have access to necessary support, and coping with the COVID-19 pandemic, we had to solve issue after issue as we adapted. Now we have 68 trainees (as of June 2023), and I feel we have established a strong track record in areas such as systems for incorporating new trainees, training and development, and building a community with the trainees.

### Original practical training methods

As trainees come from countries with different

cultures and customs, there are times when they feel confused and stressed while in Japan. In order to raise their motivation, we try to communicate that the experience they have now will definitely prove useful at some point in their lives, providing them with a vision of their future and the contribution they can make to the development of their home country. The trainees all have their own individual circumstances and it takes considerable resolve to come to Japan. We always keep this in mind when considering how we can support them. One of the many original initiatives we have come up with is to pay a direct visit to a trainee's family in their home country to show the family videos of the trainee's life in Japan and the work they are doing. This shows consideration for both the trainee and their family. It also gives us a chance to experience

the culture and customs of the trainee's home country, deepening our mutual relationship.

#### Main initiatives

- 1) Between one and three months before a prospective trainee comes to Japan, we visit them in their home country and conduct an interview
- 2) We encourage trainees to enter a Japanese essay writing contest
- 3) After a trainee has been in Japan a year, we visit their family in their home country
- 4) We implement training programs for acquiring skills (once per month)

Going forward, we will do our best to continue being an appealing company that is a popular choice for trainees.

### Human rights due diligence concerning Technical Intern Training Program trainees

In fiscal 2021, we conducted an employment survey covering the way the Technical Intern Training Program is being implemented within the Group. In June 2023, we conducted human rights due diligence concerning Tokyu Bldg. Maintenance, which is approved to accept trainees under the program.

This was implemented through a series of interviews with an external third party in attendance. We interviewed the employee responsible for technical intern matters (who also serves as a technical intern training coordinator), and one living guidance counselor, which are both

positions required by the Technical Intern Act, as well as two trainees. These interviews covered a wide range of topics, including relationship with the supervising organization, the recruitment process and employment customs, and treatment and lifestyle in Japan.

The interviews confirmed that trainees were being looked after as stipulated by the program, including being lent one Wi-Fi compatible device per trainee, and only paying accommodation and utility expenses up to a certain amount. It also confirmed that the management framework was properly fulfilling its function, including employing and training an inhouse interpreter, and ensuring regular communication between trainees and

supervisors, and that a consultation channel for trainees had been established and trainees were aware of it. As a result, it was recognized that there were no human rights violations within the scope of the investigation that required immediate improvement.



An interview with a trainee