

# Building a Company Worth Working At

The collective capabilities of the Haseko Group rest on the employees of the Group and those of cooperating companies.

We are striving to create a pleasant working environment by developing supportive structures and systems at the company level so that each and every one of them can fully demonstrate their abilities and skills.

For more information, please visit: ESG Data

Related SDGs

- 5 Gender Equality
- 8 Decent Work and Economic Growth
- 9 Industry, Innovation and Infrastructure
- 17 Partnerships for the Goals

## Material Issues of Building a Company Worth Working At

### Human capital (diversity & inclusion, human resources development)

Under the key theme of “getting the most out of their qualities”, we will promote the creation of an environment that respects the diversity of employees who work in the Haseko Group and enables each and every employee to make the most of his/her individuality at work, thereby creating new value.

### A safe and healthy working environment

We are endeavoring to enhance the health of all persons involved in our business by giving consideration to safety and health at the workplace so that they can play an active role by demonstrating their capabilities.



**Masahiro Fujimura**  
Operating Officer  
Responsible for Personnel, General Affairs and Risk Management, Corporate Management Div.  
Haseko Corporation

## Policy for Human resources development and Corporate Environment Improvement

The collective capabilities of the Group rest on the employees of the Group and those of cooperating companies. We believe their know-how, experience, wisdom and vitality to create new value are our assets. The Group has formulated the Personnel Plan linked to the medium-term business plan, based on the HR basic philosophy of further enhancing corporate value through investment in and utilization of human assets. By investing in human capital, we seek to build an optimal portfolio of human assets in order to enhance the effectiveness of our business strategy and achieve sustainable growth. As a business serving a broad range of consumers, the Group has defined the diversification of its human resource portfolio as one of its priority themes. In the Plan NS launched in the fiscal year ended March 31, 2021, the Group has expanded its investment in human resources development and corporate environment improvement based on the focused strategies set forth in the Personnel Plan.

### The Haseko Group Personnel Plan

- HR basic philosophy** To further enhance corporate value through investment in and utilization of human assets
- Group HR planning**
  - Seeking to create autonomous human resources and build organizations capable of opening up new boundaries for the Group
  - Evolving the Haseko-version of workstyle reform and diversity in its own unique way
- Priority themes**
  - Further strengthening the Group’s management foundation  
—Reinforcing the competitiveness of each company and deepening the intra-group cooperation
  - Promoting workstyle reforms and improving the workplace environment  
—Increasing operational efficiency, and maintaining and enhancing organizational vitality
  - Developing human resources and organizations that continue to grow, evolve, and take on challenges autonomously
  - Promoting diversity to fully leverage human assets  
—Promoting the active participation of all employees, starting with women and senior employees
  - Business performance and working conditions under the Plan NS
  - Promoting health management and improving the quality of employee welfare programs

## Strategy

### Human resources development

In terms of human resources development, under the education slogan of continuously produce autonomous human resources and nurture a diverse workforce that will shape the future of Haseko, we have implemented a broad range of initiatives such as fostering autonomous human resources and career development, development of innovative human resources and global human resources, and DX education. In addition, with a view to ensuring sustainable growth, the education system incorporates the development of the next generation of executive leaders and officers, as well as practical leaders. For hiring, we formulate personnel plans that reflect the management plan and its progress, future changes in the business environment and personnel composition, in order to build a portfolio of diverse talent combining new graduates and mid-career recruitment. In April 2023, we raised the wage of the union members by approximately 5.5% on average, including base salary revision and regular salary increase, to reward officers and employees for their persistent efforts in the severe environment due partly to soaring material prices, and to help develop human resources by motivating each individual to grow.

### Improvement of the corporate environment

In terms of improving the corporate environment, we have formulated relevant policies and taken measures and worked to raise awareness of the management and employees in order to create pleasant workplaces where diverse human resources can thrive while demonstrating their individual characteristics. In April 2023, a D&I Promotion Office was established to further pursue the Company’s efforts to encourage diversity including promotion of women’s active participation in the workplace. We will continue to expand our investment for improving the working environment to realize both pleasant and rewarding workplaces. Viewing the engagement of the management and employees as well as the maintenance of their physical and mental well-being as critical elements that form the foundation of human capital, we strive to create pleasant workplaces and promote safety and health of employees and health management across the Group.

We are committed to continue investing in diverse human resources to remain a company that is worth working for its employees and attractive to all stakeholders.

## Governance

The Group has formulated the Personnel Plan linked to the medium-term business plan, and its progress and results, as well as issues and countermeasures, are reported annually by the officer in charge of human resources for discussion at the Board of Directors’ meetings. The Group has also stipulated authorization rules for rules and systems related to personnel affairs with a view mainly to their impact on the management. Matters of high importance are submitted to the Board of Directors for deliberation after preliminary discussion at the Management Council.

The information on rules and systems for officers and employees is posted on the internal portal site or sent to those concerned, to ensure that the systems are well communicated and carefully implemented. Information on personnel affairs of

officers and employees is also managed and updated on a timely basis through the Group’s centralized system.

Aiming to enhance the effectiveness of the organizational structure of personnel affairs, the Company has set up Personnel Divisions in Tokyo and Osaka, which respectively oversee offices in eastern and western Japan, and also allows each division to have its own personnel function. The Group’s policy for personnel affairs is to improve the personnel base as a group by implementing common measures, while also pursuing the unique characteristics of each affiliate company. In addition, efforts are underway to reinforce collaboration and functions of the Group’s personnel affairs through personnel rotations and regular information sharing between the Personnel Divisions of the Company and those of each division and affiliate companies.

## Risk management

We believe it is essential to consistently hire and retain a diverse human resources in order to achieve continued business growth. Given the increased mobility of human resources in the labor market, we view as risks the possibilities that the Company may not be able to recruit sufficient number of diverse talent as planned, and that organizational strength may decline as a result of employee turnover. To reduce the turnover of female employees, we target a turnover rate of 3% or below, and are working under the D&I Promotion Office to strengthen measures to promote women’s active participation and to develop a pleasant working environment. We also identify risks such as employees’ absenteeism (absence from work due to injury or illness), or

presenteeism (poor work performance due to health problems) stemming mainly from working hours and the work environment.

We strive to reduce the risks by developing an environment where employees can positively play an active role, through appropriate working hour management based on the above governance system and job system, the understanding of the workplace environment and individual employees through self-reporting and interviews, the realization of job satisfaction through work, the utilization and appointment of employees based on their career aspirations, and the realization of employment conditions through appropriate appraisal system operation.

## Metrics & targets

The Group uses the following metrics for its policy on human resources development, including ensuring diversity of human resources, and policy on the improvement of the corporate

environment, as described in “Strategy.” Targets and results for these metrics are as follows.

Metrics	Targets	Results (FY2023)
Percentage of women among new graduates hired	30% *	24.5% (35.8% for the Group)
Percentage of female employees	30% or more	30.5%
Percentage of female managers	Above the previous year’s result (9.5% in the previous year)	9.8%
Annual turnover ratio of female employees	3% or less*	5.3%
Percentage of childcare leave taken by male workers	20%	39.4%
Percentage of disabled persons employed	2.3%	3.6% for all employees (5.4% for the Group)
		2.42%

Metrics	Targets	Results (FY2023)
Fatal and serious accidents/disasters	None	None
Frequency rate of occupational accidents	0.60 or less	0.28
Severity rate of occupational accidents	0.01 or less	0.00
Percentage of employees undergoing health checks	100%	100%
Percentage of employees taking stress checks	100%	97.2%
Implementation rate of the specific health guidance	45%	52.3%
Certification under the Health & Productivity Management Outstanding Organizations Recognition Program	Certified under the program.	Became certified

\*Targets of the Haseko Corporation

## Human Capital (Diversity & Inclusion, human resources development)



### Human resources development (specific initiatives)

For more information, please visit:

The Group has taken the following specific measures for human resources development, including ensuring the diversity of human resources.

#### Reinforcing practical education by job type

Unique curricula are systematized for each company and division to facilitate the early development of young employees, who are the key to achieving the business plan, and to make them work-ready at an early stage. In-house instructors primarily teach each curriculum, which is designed to be practical and relevant to the actual business operations. The program helps well-planned and systematic acquisition of the knowledge and skills required in each workplace, accelerating the growth of employees through practical work.

By visualizing the expertise of the in-house instructors, the program also aims to pass on skills and know-how to younger employees.

Particularly, the Company provides various support measures to encourage acquisition of major licenses as early as possible, in the Group-wide efforts to promote the acquisition of such licenses.

#### Pass rates of major licensing examinations in fiscal year 2022

	Real estate transaction agent	First-class architect	First-class building construction management engineer
Haseko Corporation	90.9%	42.2%	82.1%
Haseko Group	80.2%	43.0%	71.9%

Our administrative career-track employees (sales and staff) experience a six-month on-the-job sales training at Group's sales companies to better understand the customers' voices and needs and reflect them in land procurement and business planning. In addition, the third-year employees in design positions receive construction on-the-job training to acquire design capabilities based on the actual conditions of construction sites. Construction drawing training is provided for construction management positions. In this way, we enhance practical knowledge and collaboration with those in related positions through training that deepens understanding of related work areas, which is made possible by our integrated business model encompassing upstream through downstream operations.

#### Linking the autonomous human resources development program with career development

We hold training programs by job level for all job types in order to develop autonomous human resources who can think and act on their own and create their own future in the first 10 years after joining the Company.

Believing that retaining young and mid-level employees who will lead the Group in the future is a top priority, we implement Be<sup>3</sup> system (Be-Cube; a system where younger workers are given support and coaching from their seniors inside and outside the workplace during the first three years of employment).

We provide opportunities for employees to consider their future careers through the 4th and 7th year training sessions to encourage "career autonomy," where they design their own career vision. For employees in their 10th and 20th year of employment, career plans are formulated based on dialogues with supervisors

and assessment of competencies. Progress is monitored at fixed points every three years (CAP 10 System).

#### Systematically producing candidates for management executives

As a company striving for sustainable growth, we conduct selection-based Executive Leader Development Program for employees at each level, with due consideration given to ensuring diversity. In addition, officers and management executives at the head office are trained through practical experience via rotational assignments as officers of each company based on the coordination among the Group's businesses. In recent years, particular efforts have been made to nurture female executives. Approximately 70 female executives (including 14 female officers) are actively serving in the Group, accumulating practical experience while taking part in the Group's common training program for selection.

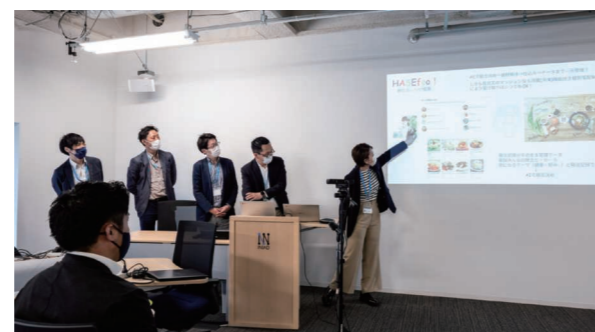
#### Formulating plans for the development and appointment of the next management team (succession plan)

To nurture the next executive leaders, we provide systematic training for newly appointed operating officers in management strategy, accounting, legal affairs, compliance, and other areas of knowledge required of corporate managers. In addition, newly appointed senior operating officers are provided with training to facilitate their awareness and behavioral change as managers through dialogues with lecturers.

For the purpose of selecting the next management of the Company and its affiliates, we have prepared a Group-wide list of candidates. The succession plan is formulated through discussions with the officers of the Company and its affiliates, taking into consideration diverse factors including the candidate's achievements, career, skills, and training history. The candidates for the Company's officers are selected based on the discussions at the Nomination and Remuneration Committee, which is comprised of five outside directors, the Chairman, and President.

#### Nurturing and allocating human resources to implement the new strategies

To develop human resources capable of enhancing productivity through operational reforms and creating new businesses, we have started the DX Academy with effect from fiscal year ended March 2022 in collaboration with Dean and Professor Ken



Sakamura of Toyo University's Faculty of Information Networking for Innovation And Design (INIAD) under the leadership of the Company's President.

In the first round of the course, Professor Sakamura delivered DX training through e-learning to all Group employees (8,000 participants took the course), and in the second round, 80 DX promotion leaders were selected from all Group companies to receive education for programming and presenting new ideas to top management.

Currently, in the third round of the course, we are planning and promoting a program for the Group's 700 general managers, on the theme on the role that management should play in advancing DX projects.

Anticipating the future expansion of the overseas business, we have been providing English language education programs in collaboration with external institutions since the fiscal year ended March 2017. More than 100 employees selected by open application from across the Group have taken the courses.

Furthermore, to realize the long-term vision for 2030 and the Plan NS, we conduct joint training with leaders from different industries and innovation education through cross-boundary learning, such as sending employees to venture companies.

#### Haseko Business College (self-learning support programs)

Starting in June 2020, we launched the Haseko Business College based on the concept of lifelong learning. Offering 162 correspondence courses available for selection, the program aims to encourage each employee to develop their career by voluntarily learning what they want to learn.

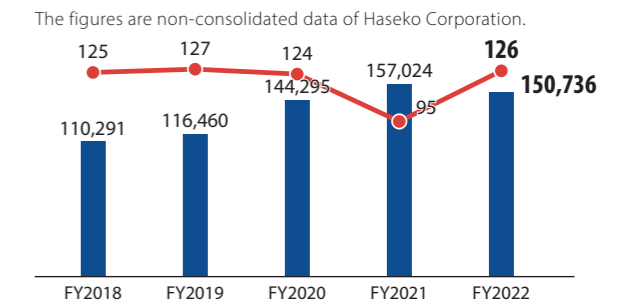
#### Amount and time invested in human resources development

We continuously and steadily invest in human resource development while verifying the effectiveness of each education and training measure and making improvements and changes as needed.



#### Education on human resources development (Training)

■ Training hours (hours) ● Training expense (millions of yen)



The figures are non-consolidated data of Haseko Corporation.

\* Training expense in fiscal year 2021 decreased from the previous year, mainly because the training was switched from on-site to online amid the COVID-19 pandemic.

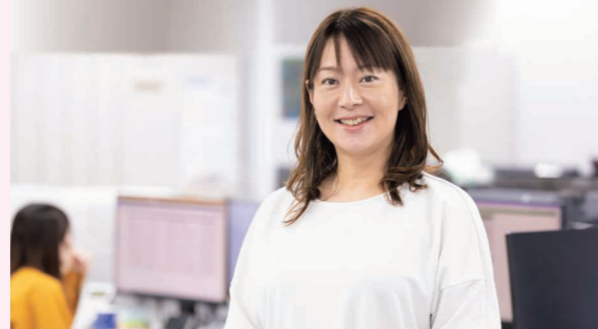
#### Education system in the fiscal year ending March 31, 2024

	Executive Leader Development Program	Career Development	Innovative & Global Human Resources	Other
Officers	<ul style="list-style-type: none"> <li>New Managing Executive Officer Training Course</li> <li>New Officer Training Course</li> </ul>	<ul style="list-style-type: none"> <li>Training Workshops for 60-year-old Employees</li> <li>CAP 10</li> <li>Education for officers</li> </ul>	<ul style="list-style-type: none"> <li>Innovative human resources</li> <li>Study in venture business program</li> </ul>	<ul style="list-style-type: none"> <li>ALIVE</li> <li>OutSight</li> <li>Internal innovation activities</li> <li>Global human resources</li> <li>English training</li> </ul>
Executive General Manager	<ul style="list-style-type: none"> <li>School of New Corporate Management</li> </ul>	<ul style="list-style-type: none"> <li>20th Year Career Planning</li> <li>Training Workshop for the Management</li> </ul>	<ul style="list-style-type: none"> <li>DX Academy</li> <li>Training on risk/ compliance/ human rights/ D&amp;I/ hospitality</li> </ul>	
General Manager	<ul style="list-style-type: none"> <li>Corporate Management Course</li> <li>School of Junior Corporate Management</li> </ul>	<ul style="list-style-type: none"> <li>autonomous human resources</li> <li>Education for young/mid-level employees</li> <li>Training Workshop for 10th Year Employees</li> <li>Awareness raising seminar</li> <li>Training Workshop for 7th Year Employees</li> <li>Training Workshop for 4th Year Employees</li> </ul>		
Senior manager/Manager	<ul style="list-style-type: none"> <li>Practical education</li> <li>Sales/Staff</li> <li>Construction management</li> <li>Design/Technology</li> </ul>	<ul style="list-style-type: none"> <li>Progress verification every 3 years</li> <li>10th Year Career Training</li> <li>7th Year Career Planning</li> <li>4th Year Career Planning</li> </ul>		
Mid-level employees	<ul style="list-style-type: none"> <li>Seminar on the real estate/condominiums market</li> <li>Practical training</li> <li>Technical education for Group Sales rep.</li> <li>Technical training</li> <li>TOSS School of Design</li> <li>First-class structural design architect</li> <li>Practical training in construction</li> </ul>	<ul style="list-style-type: none"> <li>Professional engineer</li> <li>First-class building construction management engineer</li> <li>First-class architect</li> </ul>		
Young Employees	<ul style="list-style-type: none"> <li>Other certifications</li> <li>Real estate transaction agent</li> <li>Sales training</li> <li>Construction drawing training</li> </ul>	<ul style="list-style-type: none"> <li>Education for new employees</li> <li>Follow-up Training</li> <li>Interval Training</li> <li>Introduction Training</li> <li>Be<sup>3</sup> System (Be-Cube)</li> <li>Brother-Sister Mentoring System (BS)</li> <li>Nexter System</li> </ul>		
All Employees	<b>Haseko Business College (self-learning support programs)</b> <ul style="list-style-type: none"> <li>● Management courses</li> <li>● IT &amp; computer skills courses</li> <li>● Business skills courses</li> <li>● License &amp; language courses</li> <li>● Finance &amp; accounting courses</li> <li>● General courses</li> <li>● J-Xing</li> </ul>			

New strategy: Initiatives to realize DX —DX Promotion Department, Construction Division

*I want to increase the number of DX evangelists, even if just by one at each worksite.*

**Manager Hiromi Sugiki**  
Promotion Team, DX Promotion Department,  
Construction Division  
Haseko Corporation



**Current job responsibilities**

Right now I work in the DX Promotion Department of the Construction Division as Manager (equivalent to section manager) of the Promotion Team. This department was newly established in 2020 with the aim of “realizing DX,” one of the focused strategies in Plan NS, through the deployment and utilization of digital technology. Our objective is to improve productivity by (1) digitizing and centralizing information, (2) sharing accurate information in real time, (3) visualizing operations from the start of design to delivery, and (4) sharing information with external parties.

To hit our target of a 20% improvement in efficiency and productivity of worksite operations in the fiscal year ending March 31, 2025 by leveraging BIM, DX, and other digital tools, I am working to promote action in each area by personally visiting over 120 worksites in the Tokyo metropolitan area and raising awareness of our *BIM, DX, and Other Digital Tools Case Study Booklet*. In addition, I manage progress with the DX themes we are exploring within the department, and as leader of the working group for the introduction of cloud storage services, I am also involved in coordinating activities with people inside and outside the Construction Division and facilitating co-creation with vendors.

**Career until now**

I originally joined Haseko as a non-career-track worker for a specific post. Initially, I was assigned to the Construction Division’s Business Promotion Team (as it was then known), and as I communicated with all the worksites via e-mail and the telephone, mainly in connection with workplace expenses and various clerical tasks related to construction, I had a sense that there must be a more efficient way to centralize, communicate, and share information between the worksites and the head office. I also wasn’t really satisfied with the limited duties I was performing, so after a decade with the company, I decided to take advantage of the company’s job transfer system and level up to a career-track position. I gave the personnel manager at the time my resume and a document describing my ideas for the future. These documents summarized my past work experience, challenges I had encountered, and what I wanted to contribute to the company. Thankfully, they decided to give me the chance to show how well I could do. I spent the next



four years gaining practical experience in the Construction IT Promotion Department, and eventually I was put in charge of the operation and management of the approximately 1,000 company-supplied smartphones in the Construction Division, which led me to earn the MCPC Mobile System Technologies Certificate, a qualification administered by Japan’s Mobile Computing

Promotion Consortium. Every day, people were contacting me saying, “Something’s wrong with my smartphone,” or “How do I log in to this app?” So I started thinking, “If I’m going to do this, I should know more about smartphones than anyone else in the company,” so I studied for and obtained the certification.

Then, in 2021, a year after the DX Promotion Department had been established in 2020, I was unexpectedly promoted to Manager. And as well as becoming a Manager, I found myself working on the big mission of “DX promotion,” an area I knew little about. The pressure saw my confidence sagging day by day. I had no experience at worksites and no knowledge of construction. And I had only halfway decent knowledge of IT, so I was worrying all the time about what I could do. But then I recalled the ideas I had come up with when I applied for the job transfer, i.e., centralizing information for worksites and head office and improving ways of communicating and sharing information. I found myself re-invigorated, with a renewed desire to deliver progress in these areas. “I have to do this,” I thought. My attitude totally changed. Since then, in addition to building up my DX knowledge through my work, I have taken advantage of the Haseko Business College, which offers self-learning support programs, to develop my IT skills and also acquire business skills to improve my productivity. This has given me the opportunity to hone my skills on a daily basis.

**Future outlook**

DX promotion is often thought of as cutting-edge, trendy work involving digital technology, but in reality, it is steady, down-to-earth work that involves dealing with *people*, and things tend not to go according to plan. DX is about more than just digitization. In a nutshell, it means using digital technology to transform the ways in which we work. And changing people’s work habits and methods is incredibly difficult. However, through my experiences until now, the way I work has changed completely. Basically, it is important to regard oneself as a player not a spectator, and to have the mindset of “let’s change things.” This mindset has already been established at worksites. This is because condominium construction is a very time-consuming and labor-intensive task, and since long before the term “DX” was coined, the Construction Division has had a long tradition of being able to make improvements in order to work more efficiently.

And we do not focus only on our own DX targets. In Haseko Group, the Architecture & Engineering, Construction, and Technological Promotion divisions as well cooperating companies work together as a “quaternity” (four-part team effort) to improve quality, and DX is also being pursued by this quaternity. As part of that, I really want to increase the number of evangelists who promote DX, even if just by one, and to contribute to bringing about a 20% improvement in productivity and the achievement of the Plan NS targets through the collective strength of our quaternity, which no other company can imitate.

New strategy: Initiatives to realize DX —FIT Development Department, Value, Technology and Innovation Division, Haseko Anesis Corporation

*Working within a climate of undaunted fearlessness of failure, I am dedicated to doing what I need to do and accumulating quick wins.*

**Manager Rena Tobaru**  
FIT\* Development Department, Value,  
Technology and Innovation Division  
Haseko Anesis Corporation  
\*Future Innovation Transformation



*I am endeavoring to re-examine our existing services and operations with a healthy sense of skepticism, to see if I can find more areas for improvement.*

**Akira Onodera**  
FIT Development Department, Value,  
Technology and Innovation Division  
Haseko Anesis Corporation

The Value, Technology and Innovation Division of Haseko Anesis Corporation is the department that drives the Haseko Group’s growth strategy with the aim of realizing DX, one of the focused strategies in Plan NS, through the proactive utilization of advanced tech such as data/digital technology, AI, and IoT to transform existing operations and create/verify new business models.

The FIT Development Department, to which we belong, comprises a cross-section of mid-career and young employees from various Group companies, and develops new businesses with an emphasis on customer value based on needs, rather than on technology or seeds.

**Tobaru:** Besides new business development, another of my key roles is running the “DX Academy.” In FY2023, I planned and administered the third round of the DX Academy as the leader of the secretariat. It targeted the general manager who lead organizations, and was designed to accelerate DX initiatives within each company and division to produce measurable outcomes. Specifically, unlike the courses in the first and second rounds, which saw participants learn about IT/ICT



elemental technologies, the curriculum focused on methods of evaluating DX ideas and the role that management personnel should play in order to drive DX initiatives across their organizations. During the practical exercises, in addition to being asked to come up with ideas for utilizing DX technology to resolve issues in their own divisions, the participants had to produce detailed information on the probable impact on revenue of their ideas, their rationale, the degree of difficulty in putting the ideas into practice, and challenges with implementation. This resulted in various ideas related to workflow, customer management, visualization of sales knowledge, and so on being put forward. The Value, Technology and Innovation Division and the Group DX Promotion Committee will now be analyzing these ideas, carefully assessing their feasibility, and ranking them in order of priority. While I am aware of my heavy responsibility of working out how to elevate these ideas, I am pleased that the third round of DX Academy ended with a reasonable outcome, including the various ideas from the approximately 700 participants. This gave me an immense feeling of satisfaction and accomplishment.

The Value, Technology and Innovation Division is a very motivating environment to work in, with fearlessness of failure as part of its culture and a wide range of tasks, from planning to execution, being left to the discretion of individuals. It is a department in which even failure is regarded as an asset for the future. Looking ahead, I intend to remain undaunted, and continue doing what I can do and what I need to do and accumulating quick wins (small successes), which are vital for value creation and DX.

**Onodera:** Right now, most of my work relates to LIM (Living Information Modeling), a concept based on the utilization of “living information” collected from sensors installed in buildings. I moved to the FIT Development Department in April 2023 through the company’s open recruitment system. Until then, I had been engaged in consulting services for facility management and extensive refurbishments in the Technical Division of Haseko Community Inc., which handles the Haseko Group’s condominium management businesses. One of the policies declared in Plan NS is “fundamental innovation of existing business productivity,” and I found myself personally becoming more conscious of the importance of this. It also led to me wanting to play an active role in bringing DX to my company’s management business, and I kept putting forward ideas for business improvement and transformation. Fortunately, I was chosen as one of the 80 people from each Group company for the second round of the DX Academy. I focused on the development of new services and technologies through the application of cutting-edge technologies, and presented a proposal to senior management that could be applied in a wide range of areas, including new construction, management, and renovation. I became more and more interested in applying what I had learned to future businesses for the Group, so I used the open recruitment system to apply for a DX opening and was lucky enough to be accepted.

I am acutely aware that I still lack the skills required in my work, so I strive to learn from others in the field, both inside and outside the company. In addition, I try to re-examine, with a healthy sense of skepticism, our past operations and the services provided by other related departments, and ask myself whether further improvements could be made.

To be honest, I feel a little anxious as I have only just been transferred, but the fact that *the Haseko Group’s services and technologies lead to safe, secure, and comfortable living environments* gives me motivation and job satisfaction, and this is what keeps me going.

The Value, Technology and Innovation Division aims to provide new value to the people who live in our condominiums by testing and verifying various solutions. And since we are a diverse group of people, I feel that our efforts to communicate within the division are generating synergies and spurring the creation of new services. I myself am determined to further sharpen my skills and do my best to develop the ability to make a significant contribution in this regard.





Improvement of the corporate environment (specific initiatives)

For more information, please visit:

The Group has taken the following specific measures for improving the corporate environment, including ensuring the diversity of human resources.

Promotion of diversity & inclusion

In April 2023, D&I Promotion Office was established to further pursue the ongoing initiatives including promotion of women's active participation in the workplace. In addition, to create an environment where many employees can work with enthusiasm and satisfaction under the key theme of "getting the most out of

their qualities," we have reaffirmed the significance and purpose of the Group's commitment to diversity & inclusion ("D&I") as follows.

Haseko Group Diversity & Inclusion Promotion Policy

The source of the Haseko Group's competitiveness is our diverse human resources drawn from a diverse range of professional backgrounds. These human resources share with one another their ideas on "housing to create great living," which the Company then draws upon to create a unique business model. Each and every employee of the Haseko Group remains committed to putting into practice the five points of the Group's Code of Conduct all the while retaining focus on the goal of further enhancing corporate value through the demonstration of diverse sets of values, ways of thinking, individual characteristics, and capabilities that recognize no boundaries in terms of race, nationality, birth, creed, religion, sexual orientation, gender identity, age, or disability, with "getting the most out of their qualities" as a key theme.

What the Company Aims to Be

- 1 To promote the development of an environment which can adapt to on-going social changes and in which each and every employee can achieve genuine satisfaction in their work.
- 2 To take the idea born out of collaboration between the Group's diverse human resources and to tie it to the creation of added value in terms of living and lifestyle that the Haseko Group provides.
- 3 To improve the Group working environment, including by helping employees find a balance between work and family, and to expand our workplaces and business areas as places in which employees can thrive so as to ensure continued diversity in our human resources.

Besides formulating this policy, we have drawn up a roadmap for concrete steps to be taken by the fiscal year ending March 2025, which is linked to the Plan NS, as part of the Group-wide efforts to promote D&I. The major initiatives are described below.

Initiatives for promoting active participation of women

The Group has been proactively appointing female employees to senior roles from an early stage, ahead of the industry. To meet the needs of female customers, who tend to play a leading role in home-buying decisions, our female employees are involved in all phases of the business, from acquisition of land information to business planning, design and construction, sales, management,

and refurbishments, while sharing and giving shape to their aspirations for housing and living. This has been the driving force behind our sustained competitiveness, and in turn led to the increased corporate value. We continued to proactively hire women even after the enactment of the Act on Promotion of Women's Participation and Advancement in the Workplace in 2015, focusing on fostering and retaining core and key personnel.

The percentage of female employees has increased to exceed 30% since fiscal year 2021. While it will take a little more time for those we actively recruited to be promoted to managerial positions, the percentage of female managers has been steadily increasing, reaching 9.8% in fiscal year 2022.

(%)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Percentage of female employees	22.3	24.2	25.9	28.0	28.3	29.7	30.7	30.5
Female managers	7.1	7.6	7.8	8.1	8.4	9.0	9.5	9.8

The number of female executives in the Group (General Managers and higher position) has steadily risen to approximately 70, including 14 female officers. In June 2023, the Company was able to internally produce its first female director. We will continue our active recruitment of women, aiming to further raising the current ratio of female managers, while promoting the development of female employees and their proactive appointment to managerial positions in line with our aforementioned human resources development policy.

Other initiatives to support women's active participation include hosting gatherings of female employees, holding training

sessions on health issues peculiar to women, and providing them with follow-up and other programs before and after they give birth and then return to work.

The Company has been selected as a Nadeshiko Brand for fiscal year 2021 by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, as a listed enterprise that is outstanding in encouraging women's success in the workplace.



Active participation of diverse employees

As part of our investment in overseas business, mainly in the United States and Vietnam, we are promoting the appointment of foreign nationals. In the United States (Hawaii), most of the officers and core managers are locally hired foreigners who manage the organization. Also in Vietnam, locally hired foreigners are playing a key role in driving the business forward. Foreign personnel are also active in the fields such as the human resource placement and senior businesses of the Group.



We have been continuously recruiting mid-career workers in preparation for the focused strategies of the Plan NS: expansion of domain of the Construction-Related Business, expansion of redevelopment and reconstruction business, and expansion of investment in the Real Estate-Related Business. Currently, approximately 40% of our mid-career hires are in managerial positions, and many of them serve as officers and other core personnel in their respective fields.

We were one of the first to work on the active participation of experienced senior personnel, having raised the mandatory retirement age from 60 to 65 in 2005. Currently, 299 employees are actively working even after mandatory retirement (including those reached the mandatory retirement as of March 31, 2023).

On the front lines of construction sites, they are active as site managers, drawing on their many years of experience. In the condominium management business, many senior employees with a wealth of life experience are working as Life Managers, managing condominiums and providing livelihood support to the residents in these condominiums.

For employees who have reached the age of 60, we offer training workshop for writing a professional memoir to help them look back at their careers and think about how to pass on the skills and careers they have accumulated to their successors during the remaining five-year period until mandatory retirement. 106 employees participated in the training in fiscal year 2022.



We have been hiring and promoting the active participation of persons with disabilities across the Group, and as part of the efforts, established a special subsidiary Haseko Systems Inc. in 1991. As of March 2023, the employment rate of persons with disabilities was 2.42%. Their workplaces have expanded to include not only the



printing and OA rental business in Haseko Systems, but also satellite office services and the farm business which utilizes rental farms. Satellite offices primarily support the businesses of the Group companies by performing computer-based tasks requested by the Group companies, including scanning, data entry, transcription, data checking, as well as enveloping and sealing documents. Employees with intellectual and mental disabilities work at Funabashi Farm and Kashiwa Farm, and the vegetables harvested there are provided to cafeterias for children in need, as part of our efforts to contribute to the society.

Developing a working environment that brings the capabilities of diverse employees fully into play

We have put in place a range of frameworks and systems to create a working environment where each and every employee from diverse backgrounds can demonstrate their capabilities to the fullest extent. This includes systems that enable employees to pursue diverse career paths, such as a career assessment system, an open recruitment system, a professional staff system, a job category transfer system, a region-based work assignment system, a system for conversion to full-time employees, a reemployment system, and a returner support program; and a framework for fair and equitable personnel assessment by multiple evaluators based on clear criteria.

Aiming to build a working environment where both men and women find it easy to balance work and family, we have put in place a range of systems that enable them to flexibly choose their workstyles depending on their own situations. Such systems include spouse maternity leave, partially paid childcare leave, other childcare-related systems including time off for children, half-day or hourly paid leave, work-from-home, staggered commuting, flexible working hours, and overtime work exemption/limitation for employees who are unable to work overtime for childcare/nursing care. The percentage of childcare leave taken by male employees across the Group increased from 2.6% in fiscal year 2019 to 39.4% in fiscal year 2022. The increase reflects our ongoing efforts to thoroughly communicate the system and introduce actual cases in the company newsletter, as well as the *Iku-Boss* Declaration (a statement of commitment by management members in charge of business units to supporting employees in balancing work and family) by officers of the Group companies on the internal portal site.

In addition to communicating the commitment by top management, the above initiatives are reported at meetings of the Sustainability Committee and the Board of Directors, and are incorporated into Training Workshop for the Management, Corporate Management Course, and other training programs for managers. In August 2023, we provided an e-learning program for approximately 10,000 Group officers and employees to help them better understand D&I initiatives, thereby continuing our efforts to further raise awareness of all officers and employees.

D&I Roundtable

# Employee Individuality and Diverse Work Styles Leading the Way to “Haseko as a 100-Year-Old Company”



Moderator

**Yoshio Fujiwara**  
Haseko Corporation Corporate Management Div. Human Resources Development Dept. D&I Promotion Office Manager

**Junko Hayasaka**  
Haseko Corporation Construction Div. Construction Dept. IV General Manager of construction site

**Karen Komukai**  
Haseko Corporation Construction Div. Construction Dept. IV

**Akari Tsutsumi**  
Haseko Corporation Architecture & Engineering Div. Engineering Division Renewal Design Office Manager

**Yoshinori Narita**  
Haseko Corporation Construction Div. Construction Dept. I Construction Sec. I Specially Appointed Manager of construction site

**Tran Thi Thuy Dung**  
Haseko Job Create Co. Ltd. Overseas Human Resources Support Dept.

**Makoto Shinohara**  
Rental & Leasing Div., Haseko Systems Inc. Business Dept. I Manager

The D&I Promotion Office was launched in April 2023, but the Haseko Group has always been a diverse group of individuals working in various fields across the organization, freely voicing our opinions and being respectful of each other, and together we have continued to create quality condominiums. In this sense, we already have a foundation in place for promoting D&I. Let's hear from those who are leading D&I promotion in the Haseko Group.



**► Promoting the active participation of women**  
—Manager Hayasaka, as the only female site manager, you have long been a driving force in promoting the active participation of women at Haseko Corporation. What are your thoughts on working in the construction industry, where there are few women?

**Hayasaka** I had been studying architecture since I was a student, and when I was looking for a job, I wanted to work for a general contractor. Just a few years prior to joining the Company, the Equal Employment Opportunity Act had come into effect. However, major general contractors that would hire women for career-track positions were few and far between; among them, Haseko Corporation was the only one I knew of, which is why I joined. The worksite has a generally friendly atmosphere, and I enjoy my job, which has allowed me to continue working here to this day. I think it is important that young women continue to join the Company, so I



strive to create an environment conducive to this as I carry out my daily duties.

—You have been at the forefront of the Women's Exchange Group since 2013. What kind of activities has it been involved in?

**Hayasaka** The number of female employees in the Tokyo area now exceeds 60, and with such an increase in the number of young women, the ideas of the younger generation including myself are now being reflected at sites strongly. I feel that this has had a positive impact not only on the women but also on the work styles of young male workers at sites.

—Inclusivity is truly making progress. Ms. Komukai, you are currently working at the same workplace as Manager Hayasaka, right?

**Komukai** Yes, but I never would have thought that I would end up working at the same site as the “legendary” Manager Hayasaka! It has been a year since I returned to work after taking childcare leave. When I was looking for a job, Haseko Corporation was the only company that prominently highlighted the presence of a female site manager. Since joining the company, I have heard many people say that Haseko Corporation is a good company because it proactively promotes women's active participation and has many female site supervisors. That is all thanks to Manager Hayasaka, and I am truly grateful to her for all the advice she gives me on a daily basis, both professionally and personally.



—How do you view balancing family life and childcare while working at a worksite?

**Komukai** There are many different ways people work at the Company as a whole, and mine is just one example. In other words, whether one is married or single, has children or not, or is a single parent, Haseko Corporation is a company where people can continue to work, and work in a way that fits their life plans. This is what I tell employees that come to me for advice, who like their site but are struggling to find the right work style. I love my site.

—Manager Tsutsumi, how is the work environment for you, since you are also balancing family life and childcare and are currently working as a manager in the Architecture & Engineering Division?



**Tsutsumi** After joining the Company, I worked in the Structural Design Office for about 10 years before transferring to the Renewal Design Office within the same structural group, where I am still working to this day. There are certainly challenging aspects to balancing work and childcare while working as a Manager. Fortunately, however, all of my superiors in the structural group are very understanding of the personal and family situations of each of their subordinates, taking into consideration our workloads and allowing us to work from home frequently, which has enabled me to keep working. It is true that when I am unable to work, someone else has to bear that burden, so it is important to always show gratitude to my coworkers. In the future, when the responsibilities of parenting become less demanding, I hope to be the one providing support to others.

► Promoting the active participation of people with disabilities

—Manager Shinohara works for Haseko Systems Inc., a special subsidiary that promotes the employment and active participation of people with disabilities. Can you give us an overview of what the work environment is like?

**Shinohara** As a special subsidiary where people with disabilities work, various adjustments have been made to working environment. For example, employees are allowed to commute by car, and we have installed numerous features such as accessible toilets and ramps, and the doorways are also designed to allow wheelchairs to pass through. Additionally, there are provisions for taking medical appointment leave. In this environment, I am currently in charge of financial management in the Rental & Leasing Division. Work that requires mental effort and administrative tasks does not discriminate between individuals with disabilities and those without, so I am grateful that I get to do a job I find fulfilling every day.



—Do you have any advice for expanding the active participation of people with disabilities throughout the Haseko Group?

**Shinohara** While it is easy to implement the kind of infrastructure adaptations I just mentioned, when addressing the needs of people with internal diseases and those with mental or intellectual disabilities, it will be necessary to create new job fields where these people can work. Practically speaking, this may pose quite a challenge, but I believe that the employment rate of people with disabilities will increase if we continue to provide these kinds of new job opportunities.

► Promoting the active participation of foreign nationals

—Ms. Dung, what kind of work are you currently involved in?

**Dung** I currently work at Haseko Job Create Co. Ltd., which handles the recruitment and temporary staffing business of the Haseko Group. I support Vietnamese nationals in finding new jobs at companies inside and outside the Haseko Group, and also assist them in their daily lives. In addition, I also provide various support services, including visa-related services, to Japanese companies wishing to hire Vietnamese and other foreign nationals. For two years before coming to Japan, I taught Japanese to nursing trainees at Haseko Senior Well Design Co., Ltd. in Vietnam. It was then that I learned about the Haseko Group. I had a dream of working for the Haseko Group one day, and that dream has come true, bringing me to where I am today.



—What are some of the challenges of working at a Japanese workplace?

**Dung** The hardest part has definitely been the language barrier. In addition, since Haseko Job Create Co. Ltd. was my first workplace in Japan, I initially faced some difficulties with workplace etiquette. However, it has been about three years since I came to Japan, so I have become more accustomed to this aspect as well. I hope to effectively share what I have learned and what I am currently experiencing in Japan with fellow Vietnamese people and the local community in Vietnam to contribute to the growth of the Haseko Group.

► Promoting the active participation of senior employees

—Specially Appointed Manager Narita, you continue to serve as a site manager after your retirement. Can you tell us about a particular hardship you have faced?

**Narita** I became a manager in 1996, right when the Japanese economic bubble was bursting. It was an extremely challenging time for our business. However, most of our cooperating companies, primarily led by Ken-ei-kai, came together as one and continued to build condominiums relentlessly without stopping, saying, “If Haseko goes under, we'll go down together.” As a result, we somehow managed to repay our debts and resume dividend payments. My impression of those days was that we were simply extremely busy with condominium construction, rather than feeling a sense of desperation.

—I truly feel that the extraordinary efforts of Mr. Narita and others of his generation have brought Haseko Corporation to where it is today. Can you share a few words about what you would like to entrust to the younger generation for the future?

**Narita** On a personal note, I am now 66 years old, and when I turn 80, the Company will be 100 years old. I hope that the younger generation will continue the legacy of the Company's growth and help it become a 100-year-old company. That is my request to all of you, who are the next generation. A company is a collective unit made up of many employees, so it may be very challenging for each individual to be aware of his or her role in making Haseko Corporation a 100-year-old company. However, the goal is already in sight. I hope that the younger generation will actively voice their opinions and put their thoughts into action for the betterment of the Company, while also respecting each other's perspectives.





Promoting health management

For more information, please visit:

Purpose of health management

To realize a healthy company, various measures are in place to help officers and employees improve their physical and mental health in line with the Healthy HASEKO Full-of-life Plan under the slogan of "No success without healthy officers and employees." The health promotion measures of the Haseko Group started in 2008. In 2017, President of Haseko Corporation reaffirmed the company's policy by releasing the Haseko Group's Declaration of Health.

The Haseko Group's Declaration of Health

We, at the Haseko Group, hereby make our declaration of health to pursue a group in which all employees—our most important business resources—can maintain their health, both physically and mentally, and each and every one of them can work more vigorously, in order to fulfill our corporate philosophy "To contribute to society by creating an optimal environment for cities and people."

- 1. **Support for health** The Company will proactively work on maintaining and improving its employees' health and provide support to them for better health.
- 2. **Responsibility for health** Employees shall take responsibility for their own health and take action and make efforts accordingly on an ongoing basis.
- 3. **For a healthy future** Our future must be unlocked by no one but ourselves. In order to open the way to Haseko Group's future, let's work together and make efforts as a team by giving top priority to our health.

Established September 15, 2017

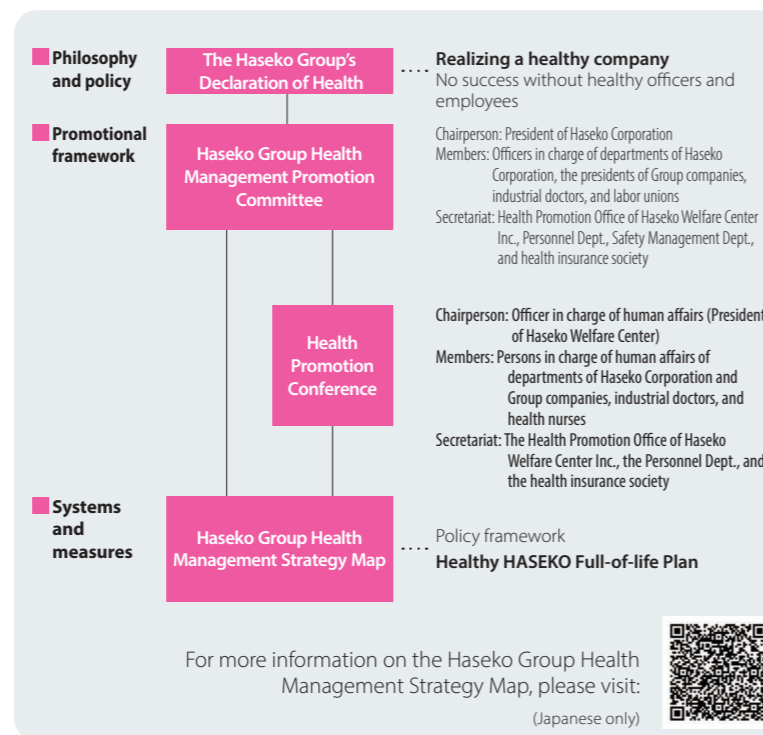
Haseko Corporation President and Representative Director Kazuo Ikegami

Organizational framework for promoting health management

In accordance with the Haseko Group's Declaration of Health, we established the Haseko Group Health Management Promotion Committee in fiscal year 2018. The Committee makes decisions on company-wide policies, targets, plans and progress on the maintenance and promotion of employees' health, and shares related information.

As a subordinate organization of the Committee, we have set up the Health Promotion Conference. At the Conference meetings, we work to address health management on a group-wide basis: share the status of seminars and guidance on health, formulate health promotion projects tailored to the circumstances of each Group company, and discuss the results of collective analysis of stress checks.

In 2021, we formulated the Haseko Group Health Management Strategy Map, visualizing the relationship between the management issues to be solved and the investments in health (health promotion measures) required. We have been communicating in an easy-to-understand manner the process to become a company where all employees can stay healthy both mentally and physically, and where each and every one can work with more vitality.



Ultimate target indicators (KPI)

The Haseko Group Health Management Strategy Map defines the ultimate target indicators. The measurement method and actual results for the last two years are as shown below. To achieve the targets, we are focusing on providing care for high-risk individuals in terms of physical and mental health, through Health Management Committee meetings and personalized follow-up by health staff of the in-house clinic. The target for absenteeism is set with the idea of gradually improving the current score. (Target indicators are for the Group.)

Ultimate target indicators	Measurement method	Unit	Results		Targets
			FY2021	FY2022	FY2022
Absenteeism	Measured by dividing the total number of days of absence or leave due to illness by the number of employees	Day	1.8	2.1	1.6
Presenteeism	Measured using a question in the employee survey, that asks to self-evaluate the past four weeks (out of 100 points), with performance to be demonstrated in the absence of illness or injury at 100%.	Score	77.3	76.9	78
Work engagement	Rate of respondents who answered "Yes" to the question "Do you have interest in your job?" in the employee survey.	%	69.6	68.0	—
	Simple average of scores for the three items of (1) vitality, (2) enthusiasm, and (3) devotion to work in the employee survey (0 = not at all to 6 = feeling always).	Score	—	3.41	—
Turnover rate	Annual turnover rate of full-time employees	%	4.9	5.4	—

Systems and measures—The Healthy HASEKO Full-of-life Plan

Haseko Welfare Center Inc., the Haseko Group's organization for health promotion, plays a pivotal role in supporting employees' health, including health checkups at the in-house clinic, health guidance, planning and operation of health seminars, stress checkups, and regular communication of health information through publications. As a highly unique system, employees aged 45 and those over 50 are eligible to get a PET-CT scan, with all costs covered by the company. This has proven highly effective in the early detection of cancer. In addition, the offices of health insurance society and Haseko Welfare Center Inc. have been consolidated on the same floor to strengthen the promotional framework for health services and employer-insurer collaboration in worksite health

promotion (collaborative healthcare). The healthcare services provided mainly by health insurance society include brain screening, women's comprehensive medical checkups, and dental checkups at no cost to employees. Specific health guidance, an initiative promoted as part of collaborative healthcare, has significantly increased its participation rate (percentage of the insured covered increased from 24.5% in fiscal year 2019 to 52.3% in fiscal year 2021). Results are reflected in physical health data, such as a decline in the percentage of participants with metabolic syndrome. In addition, efforts are underway to reduce health risks through population approaches for each theme, such as mental health care, health education programs for employees in their 30s.

Topics of the Measures

Cooperation with the management—Sharing the employees' health status with the management

Health status of employees (physical health: findings in periodic medical checkups, mental health: factors causing strong stress reactions in stress checks) is shared with the officers in charge of departments of Haseko Corporation and the presidents of Group companies, for exchange of opinions to solve the issues.

Communication and awareness-raising for employees—Periodic publication of Wellness Newsletter

Haseko's *Wellness Newsletter* is published quarterly to improve the employees' health literacy, by familiarizing them with the system and providing information on self-care that can be practiced on a daily basis, thereby raising awareness of all employees.

Measures to address health issues peculiar to women—Holding of Women's Health Seminars

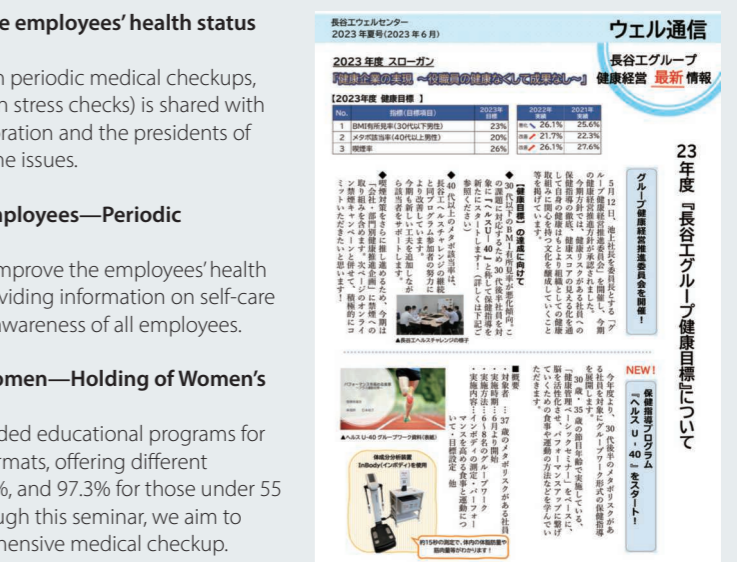
Health issues specific to women vary by age. We provided educational programs for all female employees through video and e-learning formats, offering different contents for three age groups (participation rate: 93.1%, and 97.3% for those under 55 years old, who were required to take the course). Through this seminar, we aim to increase the rate of those taking the women's comprehensive medical checkup.

Providing opportunities and facilities for refreshing oneself—Operation of company-operated recuperation facilities and holding of events

We believe it is essential for employees to have opportunities to refresh themselves in order to maintain and enhance their mental and physical well-being, and deliver high performance.

Our directly-operated recuperation facilities are located in Tateshina (Chino City, Nagano Prefecture) and Nanki-Shirahama (Wakayama Prefecture). By directly hiring local staff, we make our facilities more homey and easy to visit repeatedly.

We held a total of 18 events in fiscal year 2022, including spring/fall virtual relay road races for teams using a running app, participated by 1,500 people in total. In the summer of 2023, when the COVID-19 began to subside, we held a summer camp attended by more than 100 people, including employees' family members, as part of our ongoing efforts to help employees develop the habit of exercising and to promote communications.



With these efforts paying off, the Company and its affiliates were selected under the "2023 Certified Health & Productivity Management Outstanding Organizations Recognition Program (White 500)" in the large enterprise category hosted by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.



## A Safe and Healthy Working Environment



### "MOST Activities" aimed at improving the working environment across the Group

For more information, please visit:

Since fiscal year 2005, the Haseko Group has been engaging in MOST Activities, with the objective of creating an operating environment where employees can seek physical and mental fulfillment and demonstrate their capabilities. "MOST" is an acronym coined from "Move On Step," reflecting our commitment to steadily engaging in activities by taking one step at a time.

MOST Activities aim at reforming and improving operations, shortening working hours and encouraging employees to take leave, and raising awareness of the officers and employees. In concrete terms, the activities are being carried out under the initiative of the committees set up for this purpose in each division of Haseko Corporation and each Group company. Committee members, selected from both the labor and management viewpoints, set themes and issues specific to their own workplaces in addition to common themes, discuss ways to solve them, and put them into practice.

Through ongoing activities carried out by all the committees, they have worked to improve workplaces and working environments across the Group by streamlining, reviewing, and optimizing daily operations; visualizing overtime hours with an

attendance management system; introducing an automatic PC shutdown system; setting Group-wide "leave work early" days at regular intervals (for all employees of the Group companies, adoption rate of approximately 80%); designating scheduled leave (10 days) to promote acquisition of paid leave; and issuing the MOST Report for the purpose of raising the awareness and improving management skills of the officers and employees.

In fiscal year 2022, we started our activities under the slogan, "Make full use of it! -Master the tools to maximize your manpower!" as a common theme. By gaining further proficiency in each of the systems and IT tools that have been introduced in line with the promotion of MOST activities and DX, we worked to improve operational efficiency and productivity. Activities led by each committee include the implementation of various measures to improve the skills of young employees and to retain them in the workplace, as well as the further promotion of paperless operations. The status of each activity is regularly shared among the secretariats of committees, and highly effective measures are horizontally rolled out as needed, contributing to the improvement of the workplace environment across the Group.



Awareness raising poster of the "Group-wide No Overtime Day"

### Key measures discussed and taken by MOST Committees in fiscal year 2022

No.	Outline
1	Provided operational support to construction sites by back-office divisions
2	Observed "early finishing and going home early day" at the Business promotion, Architecture & Engineering, and Construction divisions
3	Held one-on-one meetings
4	Held study sessions for young employees
5	Improved operational efficiency using RPA and OCR
6	Distributed mobile PCs and tablets

### Status of annual paid leave taken at the Haseko Group (FY2022)

	Annual paid leave taken	(Of which, scheduled leave taken)
Haseko Corporation	68.7%	98.0%
Haseko Group	75.7%	97.5%



### Realizing closure of a construction site for 8 days every 4 weeks

For more information, please visit:

The Japan Federation of Construction Contractors (JFCC) has established the Headquarters for Promoting Two Days Off per Week and formulated the Action Plan to Realize Two Days Off per Week, targeted at closing a construction site for eight days every four weeks by the end of fiscal year 2021. The policy for activities in and after fiscal year 2022 is to realize the closure of a construction site for eight days every four weeks by the end of fiscal year 2023, with fiscal year 2024 as the year for confirming that the practice is firmly established. Haseko Corporation also started an initiative to close all construction sites on Saturdays in 2002 and has been promoting the closure of a construction site for six days every four weeks since fiscal year 2018 in accordance with the basic framework of the action plan of JFCC. From fiscal year 2020 onward, we have established 104 designated closure days per year to realize the closure of a construction site for eight days every four weeks. In fiscal 2023, we aim to achieve a closure ratio of 100% by setting designated closure dates of 108 days as a target.



### Toward the realization of a safe and healthy working environment

For more information, please visit:



#### Policy and promotional framework for safety and health

At the Group, we establish a Group-wide Basic Policy for Safety and Health Management each fiscal year, execute thoroughgoing initiatives to eliminate occupational accidents and work to create safe and comfortable workplaces on an ongoing basis. Furthermore, construction sites of the Company establish a safety and health policy and specific implementation measures, which apply also to cooperating companies, for each fiscal year under the Safety and Health Management Plan. To eliminate occupational accidents as well as achieving "zero" fatal and serious accidents/disasters, we conducted activities by setting the frequency rate of occupational accidents at 0.60% or less and the severity rate of occupational accidents at 0.01% or less as target figures for accidents at construction sites.

As a framework for promoting health and safety, the Group has set up its own Safety and Health Central Committee, which oversees the safety and health committees. The Committee, chaired by the President and Representative Director of Haseko Corporation, establishes a safety supervision system by directors. The Safety and Health Committee of each Group company also works on creating safe and comfortable workplaces on an ongoing basis, through concerted efforts made by members of the Committee and industrial doctors.

#### Activities to raise safety awareness

To eliminate occupational accidents, it is essential that each and every individual act with an awareness of safety in his or her daily work.

In addition to proactive utilization of posters and bulletin boards to help raise employees' awareness, we conduct risk assessment through regular safety patrols at the Group's construction sites as our specific efforts to ensure safety management.

Regarding safety and health education for employees, the Company provides training in each fiscal year on matters such as the basic points of laws, regulations, and rules related to safety and health, the key points in managing each type of construction work, accident case studies, as part of practical training for each year level and position from young to mid-level employees in the construction divisions. Applicable employees are required to participate in this training.

We also provide safety and health education for cooperating companies engaged in construction work as our partners. Specifically, in addition to training for foreman-level workers and those responsible for safety and health at cooperating companies, we also hold hands-on training concerning the safe handling of equipment and machinery used in construction work and how to use equipment to prevent accidents.

### Haseko Group's organizational framework for promoting health and safety

#### Group's Safety and Health Central Committee

(chaired by President of Haseko Corporation)

Officers in charge of divisions of Haseko Corporation and presidents of Haseko Group companies participate as members, and an industrial doctor also attends the meetings.

Haseko Corporation

Tokyo Safety and Health Committee

25 Group companies

Osaka Safety and Health Committee

As of April 1, 2023



### Supply chain

For more information, please visit:

We will continue working to create a safe and productive workplace built on the relationship of trust with our cooperating companies and other suppliers.

#### Framework of cooperation among quaternity

Haseko Corporation is in charge of building condominiums with a high degree of precision through the combined efforts of the quaternity (i.e., the construction divisions, architecture & engineering divisions and technological promotion divisions of Haseko Corporation as well as "Ken-ei-kai," an organization consisting of approximately 300 major cooperating companies). This cooperative relationship has continued for more than 25 years, and our quality control framework built on the strong ties is a strength that no other company has.

Our activities in pursuit of growth are conducted together with organizations of cooperating companies, namely: "Koshokai" and "Koshokai Kansai" at Haseko Community, Inc.; "Tokyo Juyukai" and "Kansai Juyukai" at Haseko Reform, Inc.; "Tokyo Kenshokai" and "Kansai Kenshokai" at Fujikensetsu Co., Ltd.; and "Shinwakai" at Hosoda Corporation.

#### HASEKO value enhancement activities

Value enhancement activities are activities to provide high-quality condominiums with the aim of clarifying the responsible construction scope, saving labor and improving work efficiency, and improving the Haseko brand based on the cooperation between technology-related divisions and Ken-ei-kai. Activities that are currently being promoted include initiatives to improve operational efficiency through the utilization of cutting-edge technologies as well as initiatives to further boost productivity aimed at instilling the activities of the HASEKO Value Enhancement Committee toward workstyle reform, which may be regarded as an industry-wide challenge. The outcomes of activities are shared at the Debriefing Session on Value Enhancement Activities held once a year, in pursuit of succession, widespread acceptance, and collaboration at a deeper level.

### Organizational framework of HASEKO Value Enhancement Committee

As of April 1, 2023

