

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.

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ESG Date ▶

Related SDGs



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.



Masaru Naoe

Haseko Corporation
Operating Officer
Corporate Management Div.
Responsible for Personnel,
Public Relations and Haseko
Condominium Museum
Management

Message from the officer in charge of personnel

The collective capabilities of the Haseko Group rest on the individual abilities of employees of the Group and those of cooperating companies. The expertise and experience of our employees, as well as their ingenuity and vitality in creating new value, are our assets and the source of the Group's growth. By creating an environment where all employees can play an active role, we will encourage each and every employee to proactively take on new opportunities for growth and help them to reach their full potential. We will continue to work on developing people and organizations so that the growth of individuals leads to the growth of the Group.

Policy for human resources development and corporate environment improvement

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. We seek to build an optimal portfolio of human resources 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 formulate personnel recruitment 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 hires.

In the Plan NS launched in the fiscal year ended March 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. In FY2024, we implemented a significant increase in starting salaries and overall pay levels in order to secure and retain the human resources who will lead us into the future. Going forward, we are committed to continue investing in diverse human resources to remain a company that is worth working for for its employees and attractive to all stakeholders.

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

- I. Further strengthening the Group's management foundation
—Reinforcing the competitiveness of each company and deepening the intra-group cooperation
- II. Promoting workstyle reforms and improving the workplace environment
—Increasing operational efficiency, and maintaining and enhancing organizational vitality
- III. Developing human resources and organizations that continue to grow, evolve, and take on challenges autonomously
- IV. Promoting diversity to fully leverage human assets
—Promoting the active participation of all employees, starting with women and senior employees
- V. Business performance and working conditions under the Plan NS
- VI. Promoting health management and improving the quality of employee welfare programs



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 the diversity of human

resources, and its policy on the improvement of the corporate environment. Targets and results for these metrics are as follows.

Working toward even greater participation of women

Metrics	Targets	Results (FY2023)
Percentage of female employees	30% or more	31.7%
Percentage of women among new graduates hired*	30%	Haseko Corporation: 21.6% Consolidated: 37.1%
Percentage of female managers	Above the previous year's result (9.8% in the previous year)	10.2%
Percentage of childcare leave taken by male workers*	3% or less	Haseko Corporation: 5.3% Consolidated: 8.2%

Supporting dual-income, co-parenting households

Percentage of childcare leave taken by male workers	50%	36.0%
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Active participation of diverse employees

Percentage of disabled persons employed	2.3%	2.38%
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*Targets of the Haseko Corporation

Working style reform and health and safety at construction sites

Metrics	Targets	Results (FY2023)
Implementation rate* of system with 8 days off every 4 weeks (104 days off annually)	100%	81%
Fatal and serious accidents/disasters*	None	2
Frequency rate of occupational accidents*	0.60 or less	0.14
Severity rate of occupational accidents*	0.01 or less	0.51

Promoting health management

Percentage of employees undergoing health checks	100%	100%
Percentage of employees taking stress checks	100%	98.2%
Implementation rate of the specific health guidance	50%	44.1%

Certification under the Health & Productivity Management Outstanding Organizations Recognition Program
Achievements: Haseko Corporation and associated companies certified as "White 500" companies

*Targets of the Haseko Corporation