



Improvement of the corporate environment

The present and future direction of the Haseko Group

As is

We have taken measures and worked to raise awareness of officers and employees in order to create pleasant workplaces where diverse human resources can thrive while demonstrating their individual characteristics. Viewing the engagement of officers 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.

To be

In order to create a corporate culture that promotes employees "getting the most out of their qualities," we will implement D&I training for managers and disseminate information through internal portals and other channels. We will also implement initiatives to confirm the results of these efforts through surveys and other means, and then use the results to create a PDCA cycle that will lead to further improvements, with the aim of creating a workplace that is both comfortable and fulfilling to work at.

Promotion of diversity & inclusion

For more information, please visit ▶

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 and 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."

Initiatives for promoting active participation of women

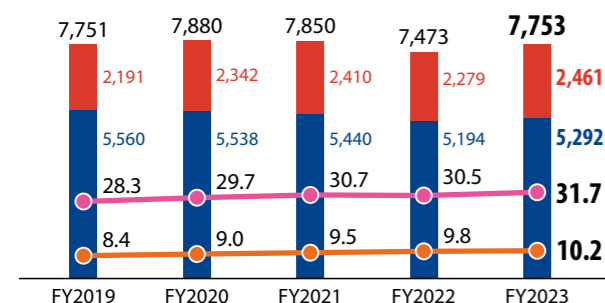
The Group has been proactively appointing female employees to senior roles from an early stage, ahead of the industry. To meet the needs of female customers, who tend to play a leading role in home-buying decisions, our female employees are involved in all phases of the business, from acquisition of 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 10.2% in fiscal year 2023.

The number of female executives in the Group (General Managers and higher position) has steadily risen to approximately 70, including 20 female officers. In June 2023, the Company was able to produce its first female director, while the Group company Haseko Intech produced its first female president. 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.

Number of Group employees/ Male Female (persons)
 ● Female employees (%) ● Female managers (%)



*The scope of aggregation is as follows
 FY2019–FY2021: Haseko Corporation and all Group companies in Japan
 FY2022 and later: Haseko Corporation and consolidated subsidiaries in Japan



(Left) Haseko Corporation Director and Operating Officer Naoko Yoshimura (the first female inside director of the Company)
 (Center) Haseko Corporation President and Representative Director Kazuo Ikegami
 (Right) Haseko Intech Inc. President and Representative Director Misako Kaneko (the first female president in the Haseko Group)

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 senior and human resource placement businesses of the Group.



Active participation of foreign human resources
 (Left) Human resource placement business (Right) Senior business

We have been continuously recruiting mid-career workers in preparation for the focused strategies of 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, 321 employees are actively working even after mandatory retirement (including those reached the mandatory retirement as of March 31, 2024).

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. 141 employees participated in the training in fiscal year 2023.



Active participation of senior personnel
 (Left) Construction site manager (Right) Life manager

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 in 1991. As of March 2024, the employment rate of persons with disabilities was 2.38%. In response to the gradual increase in the statutory employment rate, we will step up our recruitment efforts while expanding the scope of outsourced work within the Group at our satellite office business.



Active participation of people with disabilities Farm business

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; as well as 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, expansion of the nursing care system beyond the statutory requirements, such as the number of days off and leave periods, 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 increased from 2.6% in fiscal year 2019 to 36.0% in fiscal year 2023. 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 measures are being implemented, such as the Training Workshop for 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.