

# Diversity and Inclusion Strategy

## Message from a Managing Director

Based on the Diversity and Inclusion Declaration, the entire Group promotes the initiative.



### Yasuo Onozawa

Managing Director,  
Executive Vice President  
(in charge of personnel)

A human resource strategy is vital in promoting initiatives set forth under our VISION 2025 long-term plan and creating values. The asset of human resources is the force that drives us to continue creating new value as a real estate developer.

Since our founding, we at Mitsui Fudosan have demonstrated a “spirit of enterprise” and willingness to flexibly and tenaciously take on challenges that we have inherited and nurtured as our DNA and have been offering varied and innovative solutions and services for business and living.

We improve employees’ professional knowledge and capabilities through giving them diverse on-site experience, enhancing their ability to create added value. Through this, diverse values come together in a spirit of mutual respect, transforming into a driving force as a team. Within this process, addressing every individual employee and preparing an environment for action forms the foundation of our human resource management.

Customer-centered management is an immutable basic strategy in our VISION 2025. The business environment surrounding our Company is changing at an ever-faster pace and the diversity and individuality of the customers to whom we provide services is widening. Accompanying changes in the environment are emerging social issues that cannot be solved simply within the framework of the conventional real estate industry.

To respond flexibly to such drastic changes and continue to develop and grow our business by quickly reading changes in customers’ lifestyles and values and by proposing solutions, it is vital that we ourselves accept diversity. We face demands to achieve active roles for diverse human resources by accepting various values and ideas, having mutual respect among individual employees and embracing diversity while nurturing ingenuity that is rich in a pioneering spirit.

Based on this thinking, we positioned the promotion of diversity and inclusion as a key management strategy and formulated our Diversity and Inclusion Declaration and Initiative Policy, which we are implementing throughout the Group. The Group has also set the active participation of women as an important theme in its diversity and inclusion initiatives, and is undertaking varied related measures under quantitative and qualitative activity plans.

From fiscal 2022, we have started the “Mitsui Fudosan Group Get Connected and Grow Project,” which holds Group joint training and networking events. In addition to gaining confidence in their skills and abilities, by holding joint events within the Group, creating networks and role models among female employees across companies are also aimed for.

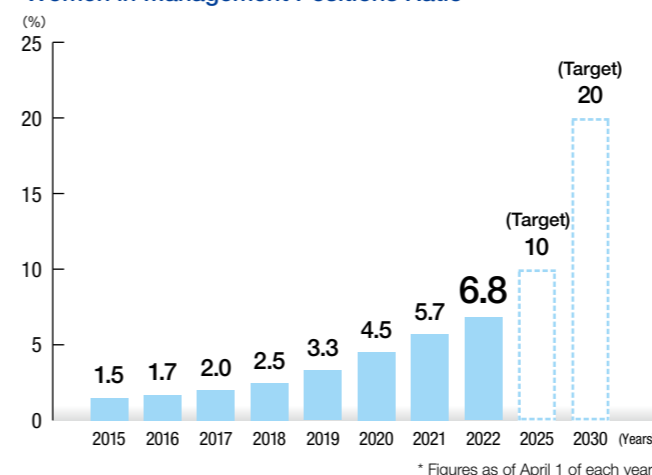
For more detailed information about the Company’s Diversity and Inclusion, refer to the following link.  
[https://www.mitsui-fudosan.co.jp/english/esg\\_csr/society/02-5.html](https://www.mitsui-fudosan.co.jp/english/esg_csr/society/02-5.html)

For more detailed information about the Company’s Promotion of Active Roles for Women, refer to the following link.  
<https://www.mitsui-fudosan.co.jp/corporate/hrm/women/>  
(Only available in Japanese)

## Mitsui Fudosan Group’s Quantitative Goals for and Progress in Female Participation

### Mitsui Fudosan Co., Ltd. (non-consolidated)

#### Women in Management Positions Ratio



#### Other Quantitative Targets

Ratio of female hires	Quantitative Goal <b>40%</b>	FY2021 <b>40.5%</b>
Return rate from childcare leave	Quantitative Goal <b>100%</b>	FY2021 <b>100%</b>
Number of paid leave days taken (per year)	Quantitative Goal <b>14</b>	FY2021 <b>15</b>

### Model Companies for the Promotion of Active Roles for Women

	Quantitative Goal(s)	FY2021
Sunlife Creation Co., Ltd.	Women in management positions ratio	69%
	Ratio of female hires	69%
	Return rate from childcare leave	75%
	Ratio of paid leave taken	71%
Mitsui Fudosan Retail Management Co., Ltd.	Women in management positions ratio	17%
	Ratio of female hires	60%
	Return rate from childcare leave	94%
	Ratio of paid leave taken	82%
Mitsui Fudosan Hotel Management Co., Ltd.	Women in management positions ratio	14%
	Ratio of female hires	72%
	Return rate from childcare leave	77%
	Ratio of paid leave taken	77%

\* Women in management positions ratio is as of April 1, 2022

## External Evaluation: Selected as a Nadeshiko Brand for the First Time as a company that has outstanding initiatives to promote women’s active participation in the workplace

The Company’s various efforts to promote women’s active participation in the workplace such as the initiatives for reforming managers’ attitudes and mindset and establishing a promotion system were recognized. And in fiscal 2021, the Company was selected for the first time as a Nadeshiko Brand, an award that is jointly hosted by the Ministry of Economy, Trade, and Industry and the Tokyo Stock Exchange, as a company that has outstanding initiatives to promote women’s active participation in the workplace.

