

Female Employees Roundtable Discussion

The Mitsui Fudosan Group accepts challenges.

Making the most of individuals and contributing to the Group,
we will create a more pleasant workplace for women.



Meaning of working for Mitsui Fudosan Group

In what situations do you find your work at the Mitsui Fudosan Group satisfactory?

Nagai When I work at Mitsui Fudosan, the first thing I think about is that there is a culture where people accept and cooperate with me when I tell them what I want to do. People around me give advice regarding my thoughts, and I feel excited and satisfied when an idea expands and takes shape. For example, I am in charge of the operation of a resort hotel in Toba, Mie Prefecture, and wanted people to know about Mie, so I proposed a local product sales meeting and an in-house pearl lecture by inviting a lecturer. The people I work with helped me, and I was able to make it happen. Sales were very good and we were able to hold the event twice last year.

Kodama Indeed, there is a culture to make you try new things in our Group. I am in charge of condominium sales. Because of the COVID-19 pandemic, it has been difficult to conduct sales activities in person, so I suggested a sales method in which we

communicate with customers online for all procedures except for making sales contracts, which is something that has to be done in person. There are a lot of times when we don't know if we can understand our customers' needs well online or if we can make a contract without seeing the actual property, and some people said that the existing way is better. But some people are willing to help us because we can't take on new challenges without this opportunity. In fact, the property I was most recently in charge of is being sold using this method, and the contract is progressing smoothly.

Nakayasu Do you mean that there are customers who make a contract without actually visiting the planned site or model room of the property?

Kodama That's right.

Nakayasu That's amazing.

Kodama They are not telling me that such an approach will not work, but there is a network of people inside and outside the Company who help me to make it happen. This is an attractive point for my work in this Group, and I feel satisfied working where I can put my own thoughts into shape.

Tochigi What surprised me when I joined Mitsui Fudosan was that people in the Company helped me regardless of the department or when you joined the Company. I was a mid-career hire, and although I had some experience as a working adult, I still didn't know how to work in this industry, and I had no acquaintances in this Company. But as I was told to seek advice from a certain person, I visited him and he kindly gave me advice even though I was not acquainted with him. Other than that, I was also introduced to a more suitable person to consult with, and I experienced my connections being expanded more and more, and I realized that problems were solved or I had good discussions. So, I was impressed by this culture.

Utsunomiya The real estate business involves a lot of people because the size is big and the length of projects is long. Since the entire Group, including the Group companies, is involved in a series of work from purchasing land to developing, selling and operating a property, it is impossible to work smoothly unless people are well connected. Because we all know that working separately does not bring success, there is a culture of always thinking not only about one's own work, but also about how to give it to the next person and how they can do it well.

Yoshida I work for Mitsui Fudosan Investment Advisors and my job is building private real estate funds and doing asset management of real estate assets incorporated into the funds. I find the job of project management rewarding. In this job, I constantly consider what is best for each of the many stakeholders involved, such as investors who invest in the funds, and coordinate the entire process. I can work on a big project with real estate that you wouldn't normally be able to work on or with investors that you wouldn't be able to meet. So, project management is very interesting.

Tochigi Project management is a key phrase that made me change my job to Mitsui Fudosan. In my previous job, I worked for a manufacturer and was stationed in Europe. I had an



opportunity to work on a project basis, and I found project management itself very interesting. So I joined Mitsui Fudosan, which is closely related to daily life and conducts project management as part of its business. I am currently in charge of office building development. Our Company's development projects are large, and there are many difficult matters to deal with, but through discussions with various people, such as general contractors and design offices, we can move the projects forward little by little with their help. I find such overall job management very satisfactory and enjoyable.

Utsunomiya We, Mitsui Fudosan, as a developer, are not experts specializing in a particular field, but are trained to maximize the strengths of our partners, who are experts, and to achieve our goals, with diverse and broad perspectives. Regardless of the scale of the project, it can be said that our staff are trained by many external parties.

Tochigi I enjoy the sense of managing and moving forward with a project that involves a large number of people and solving problems. I also find it rewarding to build relationships of trust with people with various personalities and strengths to form a team.

Kodama I want to work with this person again or that person wants to work with me again—that kind of relationship is an asset to me, and is also an asset to the Company.

Tochigi Exactly. I feel that we are building relationships that continue not only during the project, but even after it's over.

Working styles where diversity has an advantage

Do you feel that your personality and experience are advantageous for your work?

Nakamura I was in charge of LaLaport's operations in the past, and I realized that what I noticed was different depending on my life stage. Especially when it comes to the safety and security of retail facilities, although not much had bothered me before, when I had a child, I noticed, "This height is dangerous because it may hit an infant's face," and "When a child is about three years old, these decorative promotional products might be swallowed." I often experienced that when I informed

what I noticed to others, and then improvements were made right away, which was very rewarding. In our sales promotion activities, in order to find out how to make mothers raising children come to the retail facilities, targeting about a hundred employees raising children in the Company, we conducted a questionnaire survey. The resulting ideas from this survey were incorporated into measures, and the results were highly appreciated by customers.

Nakayasu In B2C work, you can incorporate your thoughts and what you realized in your work, and feel the customer's reaction to it directly. The sale of condominiums is the same.

Kodama Some of the customers who are considering purchasing a condominium are single, but most customers are families. Because I have a child, I can utilize my own experiences in the sales promotion, like, I can advise customers about needs for changing housing, such as having this type of layout will be good when starting a family in the future.

Nakayasu For example, do you think men and women have different needs and information?

Kodama Men often pay more attention to the quantitative aspects such as property price, but women tend to focus on the qualitative aspects. Some of these customer needs have already been recognized by customers, while others only come to light when we make suggestions. Therefore, in order to create new products and differentiate our products from those of other companies, we are not only reflecting customers' opinions in our products, but everyone is joining the discussions about what we can newly suggest to our customers every day. Because "housing" is a basic item, there are many different customers, so

in order to continue discussions from all perspectives, diversity on the part of employees is also important.

Nakayasu How about in the B2B business?

Tochigi In a large-scale development project, for example, there are many occasions to have discussions with external parties, such as local governments, neighbors of properties, and landowners. Depending on the other party or the purpose of the discussion, the person to go to in the discussion is determined according to the personality and position of individual staff members; like, I may be asked "this time, Tochigi-san is the appropriate person to go to," or for another occasion, it might be better for the team leader to go. Because not everyone excels in all tasks, I think it is important for us to share roles on the team and decide who should do what on the spot. We all work together to promote our business, but as there are diverse persons, as to who should do what task on each occasion, I feel it is important to put the right person in the right place.

my boss at the time, and he set up a team with me as the leader. He thought that rather than reducing Yoshida's duties because of her constraints, it would be better for her to work with her team to realize what she wanted to do. I am very grateful to him because he tried to solve the problem by making friends instead of carrying problems by myself.

Utsunomiya Since there is no Superman, it's important to share your roles by involving your boss and people around you by saying "Please do this. I'll do that." That also serves as a risk management in preparation for unexpected situations. Regardless of gender, each person has different circumstances and specialties. Get help at times and help when someone is in trouble. I hope that the sense of mutual relationship will spread more and more.

Toward the future of the Mitsui Fudosan Group

What do you think of the current workplace in terms of women's ease of working?

Tochigi Most of the managers around me are men, and some of them go out for drinks on weekday evenings and play golf with business associates on holidays. I think there will still be a style of working in such a way, but recently, the number of women in managerial positions has been increasing,

and they have created different work styles from those of previous managers. Recently, I had the opportunity to talk with colleagues in my department about the image of the next management position, and the result was, "What we feel when we look at managers today, and how we become new types of



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Enhancing a work-life balance

Have you ever had a hard time achieving a good balance between work and private life?

Nakamura When a child gets sick, you may have to take time off urgently. In the past, we just felt sorry for our colleagues. But in 2019, Mitsui Fudosan Retail Management appointed a female corporate officer for the first time, and based on her opinion, an information exchange meeting for employees raising children was started. By listening to the experiences of people in a similar situation and giving advice to each other, I was able to change my awareness in a positive manner and I was relieved that I wasn't alone, I have friends.

Kodama Mitsui Fudosan Residential also has a large percentage of male employees, so sometimes working mothers raising children in each department used to be isolated. In order to solve this problem, we invited working

mothers from across departments and job categories and had a roundtable discussion, and many of the opinions that came out were that information could not be shared with everyone and that colleagues would not understand. These opinions were compiled and fed back to the Personnel Department.

Utsunomiya Rather than complaining that they don't listen to us or they would not understand us, it is important to communicate the opinions by ourselves. If you need to rely on others in your business, it may be difficult for you to state your request. Our Group has a base to accept various opinions, so you better try to convey your thoughts without hesitation.

Yoshida In the past, when I was caring for my family member and couldn't find a good balance with my work, I talked with

leaders and managers, ultimately depends on our awareness [of the need for diversity]."

Kodama There are various styles of work, and each has its advantages and disadvantages. Rather than simply denying the existing work styles, we must communicate our opinions properly while respecting the feelings of other persons. I think that will make the work go smoothly.

Utsunomiya I think empathy is a strength of women. When I joined the Company, there were very few women in general positions and I had to adapt to the way men think and work. But now the working environment is different. Even if there is a situation in which discussions go in a particular direction, if you have empathy, you will never deny the other person and can find a point of contact by saying that "Although I understand your idea, this view is also important."

Nagai In the past, it was difficult for me to state my opinion when I thought I might be wrong, but recently I have started to think that by stating my opinions I may present a basis for judgments, so I am doing it little by little.

Utsunomiya In reality, there are situations where decisions are made based on the logic of men and they are adjusted accordingly. However, in order to promote D&I, it is essential for every employee to change their thinking and behavior. I believe that even if we are in a different position, by continuing to have frank and persistent dialogue, we will transform ourselves into a company and society that accepts diversity. For the next generation, we now have a heavy responsibility.

Note: This roundtable discussion was conducted while taking precautions against COVID-19.