

## Appointment and Utilization of Diverse Human Resources

Individual employees maximizing their abilities as part of a diverse workforce is essential in order to continually create products and services with value and new approaches using a speedy response to the diversifying needs and changes of our business environment.

Based on this, the Nomura Real Estate Group recognizes human resources as an important area of focus and is working to improve employees' abilities while promoting diversity management that will foster a corporate culture in which all employees—regardless of gender, age, or position—express and accept each other's diverse viewpoints and values.



### ▶ Respecting Diversity and Reinforcing Co-Creation

- ▶ Promoting Diversity
- ▶ Support for Capacity Building

### ▶ Developing Employee-Friendly Workplaces

- ▶ Reinforcing Health Management
- ▶ Respect for Human Rights
- ▶ Occupational Safety and Health at Business Partners

## Respecting Diversity and Reinforcing Co-Creation

### Promoting Diversity

#### Diversity Promotion Committee

The Nomura Real Estate Group is promoting diversity so that every employee, regardless of gender, age, or position, can demonstrate their full capabilities as individuals with unique values and backgrounds.

As part of these efforts, in June 2013 Nomura Real Estate Development established the Diversity Promotion Committee, chaired by the president and comprising male and female members from various departments and ranks. The Committee deliberates a broad range of matters, from work-life balance and ways to reinforce management abilities to mid- to long-term career development. The Committee is working to implement these deliberations into specific measures as part of a three-year plan, which it will then work to instill throughout the company. Nomura Real Estate Development has also assigned dedicated staff, launched a special website, started a blog, and taken other such measures to strengthen communication with its employees in order to promote a better understanding of the importance of diversity.



Diversity Promotion Committee

#### Employee Satisfaction Survey

In September 2014, Nomura Real Estate Development conducted its second consecutive annual employee satisfaction survey, which will be used as a base for ascertaining current employee awareness and discussing policies. In addition to overall satisfaction, the 109-question survey covered other topics including how employees perceive work, supervisors, workplace environment, and the company, as well as their future career ambitions. Responses were received from 1,516, or 95.1%, of the company's 1,594 employees.



#### Human Resource System Revisions

In line with a proposal from the Diversity Promotion Committee, Nomura Real Estate Development has implemented the following system revisions.

##### Revision of Systems Related to Nursing Care

Due to the increase in the number of elderly people requiring nursing care and other changes that are expected to come to the conditions surrounding caregiving, we have made revisions to our nursing care systems to allow all employees—regardless of position—to continue to take care of both caregiving and work responsibilities without worry.

- Adopted a shortened work hour system
- Extended the nursing care leave period
- Adopted non-contiguous nursing care leave system

##### Revision of Systems Related to Reemployment

We have revised the nature and implementation of our reemployment system to allow employees reaching the mandatory retirement age of 60 to continue working.

- Revised pay and benefits when workers opt for reemployment
- Began providing career seminars and job matching interviews for employees in their 50s

### Ongoing Issues in Fiscal 2015 (Not a Complete List)

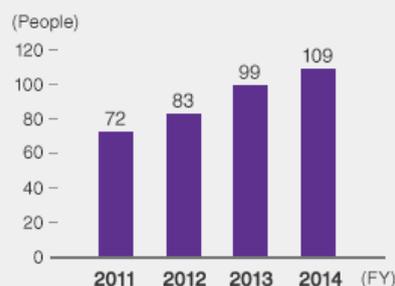
- Promoting Diversity by Changing Corporate Culture (aimed at raising employee awareness and promoting the understanding, usage, and implementation of related systems)
- Strengthening management skill
- Supporting medium- to long-term career development
- Familiarizing employees with nursing care system revisions (nursing care seminars, etc.)
- Implementing telecommuting
- Improving working styles

### Support for Childcare and Nursing Care

The Nomura Real Estate Group has instituted childcare leave, shortened working hours for employees taking childcare leave, and nursing care leave programs to ensure a workplace environment in which every employee is able to choose an optimal working arrangement and demonstrate their abilities. These programs are intended to help prevent employees from having to choose between their jobs and childbirth/childcare or nursing care responsibilities. Furthermore, we are making efforts to ensure that the programs are easy to actually use, which includes providing information about these programs on the Company intranet. In fiscal 2014, 109 employees, including 2 males, took childcare leave. 96.3% returned to work.

At Nomura Real Estate Development, we believe that childcare and nursing care provide many opportunities to develop new perspectives and skills. Consequently, we have established a non-work day childcare support program along with a birth leave program for male employees and shortened work hours for nursing care program, among other such programs. This has been done to allow all employees, regardless of gender, to tend to both work and childcare/nursing care responsibilities.

No. of Childcare Leave Takers



No. of Nursing Care Leave Takers

| No. of Nursing Care Leave Takers (FY) |      |      |      |
|---------------------------------------|------|------|------|
| 2011                                  | 2012 | 2013 | 2014 |
| 1                                     | 4    | 2    | 1    |

### Kurumin Certification for Nomura Real Estate Urban Net

Nomura Real Estate Urban Net has earned Kurumin certification. This certification is based on the Act on Advancement of Measures to Support Raising Next-Generation Children and awarded by the Ministry of Health, Labour and Welfare to companies that establish and implement action plans for the support of employee childcare and fulfill a number of conditions based on the results of those plans.

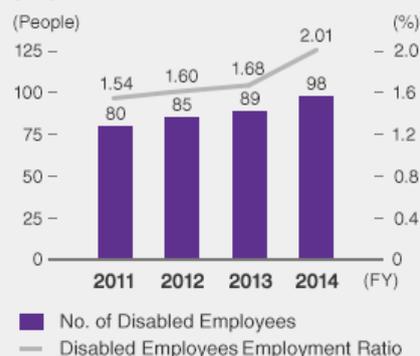
### Hiring Seniors and People with Disabilities

The Nomura Real Estate Group believes in the importance of including individuals that represent a wide range of viewpoints and perspectives. Accordingly, we actively hire senior citizens and people with disabilities.

As of March 31, 2015, the Group employed 98 individuals with disabilities, a figure that represents 2.01% of the total workforce. We will continue these hiring practices and work to create pleasant and convenient working conditions for people with disabilities.

In addition, Nomura Real Estate Partners employed 2,312 senior citizens as "Smile" supporters (people in charge of condominium management) and in other positions as of March 31, 2015.

No. of Disabled Employees / Employment Ratio



## Support for Capacity Building

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### Basic Plan for Human Resource Development

#### Nomura Real Estate Development Basic Human Development Policies

- Proactive medium-to-long-term human development that provides a focus for careers
- Human development that responds to change over time, fosters innovation, and supports future management

#### The Qualities and Skills Nomura Real Estate Development Looks For

- Professionalism: The ability to perform duties professionally in any field
- Determination: The willingness and ability to work proactively based on personal conviction and to continue working until results are achieved
- Judgment: Strategic thinking and decision making that exhibit an awareness of conditions in the workplace and that lead to specific plans that produce results
- Emotional intelligence: The understanding of personality characteristics and feelings, and communication ability that maximizes potential within an organization
- Adaptability: A flexible outlook with the ability to think outside the box, and the energy to create new value
- Versatility: A range of skills such as analytical management and the ability to discern changes in society

### "You Can Do It" Skill Development Program

Nomura Real Estate Development and Nomura Real Estate Urban Net promote the "You Can Do It" (YCDI) skill development program based on the idea that each employee should be a professional with a high degree of specialization.

YCDI helps employees acquire real estate-related certifications, such as real estate transaction specialist and real estate appraiser, and provides a variety of programs, including classes in language, finance, and law, that are aimed at enabling employees to acquire a range of skills necessary for working adults.

### Group-wide Dynamo Camp

The Nomura Real Estate Group implemented "Dynamo Camp," a group-wide, employee interaction program. The word "Dynamo" symbolizes human resources capable of taking the initiative to spark innovation. Dynamo Camp brings together employees from across various job titles, divisions, and age brackets to consider and discuss the Company's future in terms of new business and other themes.

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## Developing Employee-Friendly Workplaces

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### Reinforcing Health Management

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#### Preventing Overwork

The Nomura Real Estate Group has a variety of initiatives to prevent or limit overwork by employees.

Some of the specific measures being taken by Nomura Real Estate Development include promoting the use of paid vacation days by introducing birthday and "refresh" vacation days, and shortening working hours by designating "no overtime" days and putting restrictions on computer usage times.

In addition, when an employee's work hours in a given month exceed a certain amount, the employee is required to submit an overwork self-assessment checklist to assess their health and provide feedback to his or her supervisor. At the same time, measures to ensure the health of the individual employee are implemented as necessary.

#### Reinforcing Health Management

The Nomura Real Estate Group Code of Action states that the Group will "strive to maintain and enhance sound and pleasant workplace conditions." Accordingly, the Group works to prevent work-related accidents, facilitate appropriate management of physical and mental health, and ensure pleasant workplaces. Group companies offer health checkups and examinations, and have set up mental and physical health hotlines and health consultation desks as part of proactive efforts to address mental health issues.

### Respect for Human Rights

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#### Initiatives to Raise Awareness about Human Rights

The Nomura Real Estate Group's Code of Action has the following provision: "The Group shall respect the dignity and fundamental human rights of all people, including customers, business partners, directors, and employees."

As a concrete measure, the Group has set up the Nomura Real Estate Group Human Rights Desk as a point of contact for consultation on human rights issues. The Sexual and Power Harassment Hotline, meanwhile, functions as an external point of contact for consultations. All consultations are handled in a confidential manner with a priority on providing relief and preventing recurrence.

## Occupational Safety and Health at Business Partners

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### **Work Safety and Security Guidelines Formulated for Construction Sites**

Nomura Real Estate Development has formulated the Work Safety and Security Guidelines to prevent disasters and serious accidents at condominium construction sites. Nomura Real Estate Development raises the safety awareness of construction companies and reviews priority areas for each process in an effort to ensure safety and prevent crime during demolition and construction work.

#### **Outline of the Work Safety and Security Guidelines**

- Prompt reporting duties    • Individual and company information management
- Crime prevention standards    • Pre-construction checks    • Temporary work plan checks
- Accident prevention measures for demolition work
- Accident prevention measures for heavy machinery work

### **YBP Heating and Cooling Supply Hosts Safety Meeting**

Together with partner companies, YBP Heating and Cooling Supply co-hosts a Safety Meeting once yearly.

The purpose of the meeting is to enhance safety management systems and increase the penetration of safety awareness. Outstanding business partners are recognized and occupational health and safety plans for the fiscal year are explained.