



CSR

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
Developing Employee-Friendly Workplaces

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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 (currently the chairman) and comprising male and female members from various departments and ranks. The Committee deliberates on a broad range of matters, from work-life balance and ways to reinforce management abilities to mid- to long-term career development. The Committee has identified issues with, made suggestions for, and implemented measures to be improved companywide as part of a three-year plan, and has worked to ensure these measures have taken root. In this fourth year since the plan began, efforts are being made to build frameworks for action within each division and enforce policies in the workplace. Nomura Real Estate Development has also assigned dedicated staff, launched a special website, started a blog, launched a company newsletter, and conducted surveys as part of a range of measures to strengthen communication with its employees in order to promote a better understanding of the importance of diversity.



Diversity Promotion Committee

Similar activities are also being conducted by Nomura Real Estate Urban Net to promote a better appreciation for diversity.

Human Resource System Revisions

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

With the goal of achieving the company's newly formulated medium- to long-term business plan, we have defined the ideal we would like employees to aspire to and have revised our human resources system in order to achieve corporate growth through the development of people.

- Performance evaluation method revisions
- Human resource development program revisions

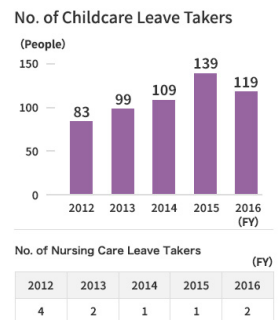
Revisions were made to the company's human resources system with respect to certain local positions in order to achieve flexible working arrangements for every employ

- Deployment of system for temporarily switching to being a regular "local employee"
- Review of compensation and benef

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 and in the Primer on Achieving a Good Work-Life Balance. In fiscal 2016, 119 employees took childcare leave.

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.



Nomura Real Estate Development selected to be in the New Diversity Management Selection 100

In March 2016, Nomura Real Estate Development was selected by the Ministry of Economy, Trade and Industry for its New Diversity Management Selection 100 project. The project selects and awards companies that demonstrate excellent diversity by improving corporate value through "diversity management". Diversity management refers to management that achieves innovation and creates value by providing opportunities for a diverse workforce to fully demonstrate its abilities.

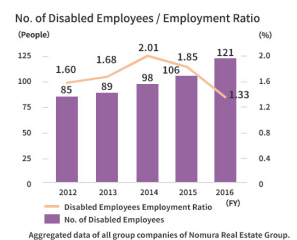


Kurumin Certification for Nomura Real Estate Development and the Nomura Real Estate Development Urban Net

Nomura Real Estate Development acquired Kurumin certification in October 2015. 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. Nomura Real Estate Development Urban Net as also acquired this certification.

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, 2017, the Group employed 121 individuals with disabilities, a figure that represents 1.33% 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 2,430 senior citizens as "Smile" supporters (people in charge of condominium management) and in other positions as of March 31, 2017.



Support for Capacity Building

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

The Nomura Real Estate Group promotes 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

Reinforcing Health Management

■ 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

■ 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

■ 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.