



CSR Promotion Foundation

# 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.

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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. It 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 fiscal 2016, we put together a business division framework and took steps towards enforcing policies in the workplace. Nomura Real Estate Development has also established a dedicated department, 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. Similar activities are also being conducted by Nomura Real Estate Urban Net to promote a better appreciation for diversity.



Diversity Promotion Committee

## Human Resource System Revisions

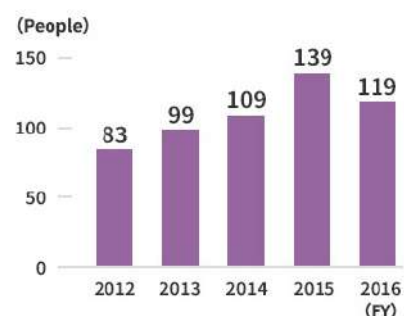
In line with a proposal from the Diversity Promotion Committee, Nomura Real Estate Development implemented the following system revisions in fiscal 2016.

- Institution of indefinite-term employment for contract employees
- Performance evaluation method re
- Human resource development program revisions
- Implemented a strategy for switching to a “localized” career-pursuing positions system, and improved compensation and benefits provided

## Support for Childcare and Nursing Care

The Nomura Real Estate Group has instituted childcare leave, shortened working hours for employees with small children or elderly family members requiring care 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 allow employees to keep working as they attend to 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.

No. of Childcare Leave Takers

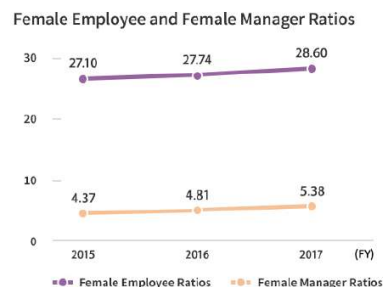


No. of Nursing Care Leave Takers

	(FY)				
	2012	2013	2014	2015	2016
No. of Nursing Care Leave Takers	4	2	1	1	2

## Women's Empowerment Initiatives

The Nomura Real Estate Group is working to empower women in the workplace with the view that leveraging a variety of perspectives in business is the key to creating new corporate value. As of April 1, 2017, our efforts in this regard have led to a female employee ratio of 28.60%, female manager ratio of 5.38%, and female Junior manager ratio of 14.8%.



## 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".



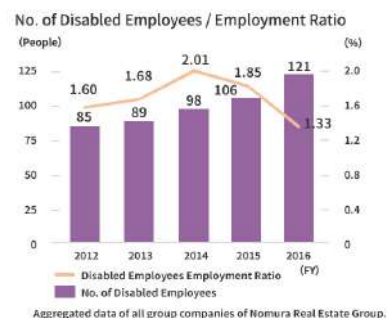
Diversity management refers to management that achieves innovation and creates value by providing opportunities for a diverse workforce to fully demonstrate its abilities.

## 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 April 1, 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.

The Group currently employs 403 people aged 60 or over (excluding part-time workers), and employs 2,430 senior citizens as "Smile" supporters (people in charge of condominium management).



## 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.

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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. Also, in fiscal 2016 we indicated our regard for LGBT\* individuals in the Guide to Preventing Harassment and Rules of Employment documents.

\*LGBT: an initialism that stands for lesbian, gay, bisexual, and transgender. A general term for sexual minorities.

## 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.



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# Human Resources Data

\*Scope: Nomura Real Estate Group consolidated companies

## Employment Data

### Numbers of Employees (as of April 1)

	FY 2015	FY 2016	FY 2017
<b>Employees</b>	6170	6485	6728
<b>Men</b>	4498	4686	4804
<b>Women (Female employee ratio (%))</b>	1672 (27.10)	1799 (27.74)	1924 (28.60)
<b>Average number of temporary staff</b>	3078	3363	3367

### New Graduate Employees and Female Employee Ratio (Employment Start Date of April 1)

	FY 2015	FY 2016	FY 2017
<b>New employees</b>	237	274	247
<b>Men</b>	145	167	166
<b>Women</b>	92	107	81
<b>Female employee ratio (%)</b>	38.82	39.05	32.79

\* "Employees" includes personnel sent on assignment from organizations outside the Nomura Real Estate Group to the Nomura Real Estate Group, and exclude personnel sent on assignment from the Group to organizations outside the Group.

\* "Number of temporary staff" (including part-time workers and temporary personnel from staffing companies) indicates the annual average number of personnel calculated based on the prescribed working hours for regular employees at each Group company.

Number of Resignations / Resignation Ratio

**Total Resigned Employees: 198** (16 employees resigning on reaching retirement age and 179 employees voluntarily resigning)

**Total Turnover Rate: 3.1%** (including voluntary resignation rate of 2.8%)

Work Safety Data

**Work Fatalities Among Employees: 0**

**Work Fatalities Among Part-Time Workers & Temporary Workers: 0**

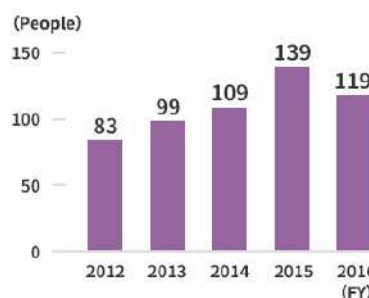
**Work Fatalities Among General Contractor Employees/Workers: 0**

Diversity Data

Childcare Leave Takers

FY 2013	FY 2014	FY 2015	FY 2016
99	109	139	119 (women117、men2)

No. of Childcare Leave Takers



Nursing Care Leave Takers

FY 2013	FY 2014	FY 2015	FY 2016
2	1	1	2 (women 2、men 0)

No. of Nursing Care Leave Takers

(FY)	2012	2013	2014	2015	2016
People	4	2	1	1	2

**Female Employees: 1,924 Female Employee Ratio: 28.60%**

**Female Managers: 98 Female Manager Ratio: 5.38%**

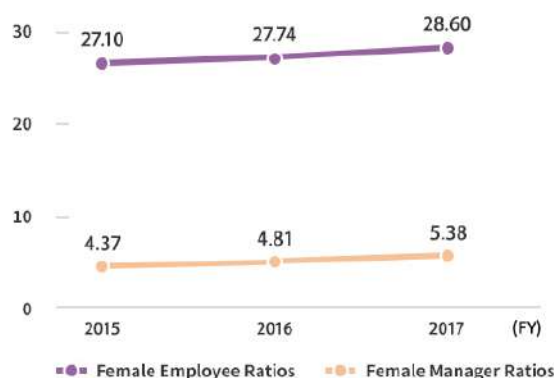
**Female Junior Managers: 178 Female Junior Manager Ratio: 14.8%**

(As of April 1, 2017)

**Female Employee and Manager Ratios (as of April 1)**

	FY 2015	FY 2016	FY 2017
<b>Female employee ratio (%)</b>	27.10	27.74	28.60
<b>Female Manager Ratio (%)</b>	4.37	4.81	5.38

Female Employee and Female Manager Ratios



**Employees 60 and Over (excluding part-time workers): 403**(As of April 1, 2017)

**Foreign Employees: 7**(As of April 1, 2017)