



## Sustainability activities(ESG) **Society**

**As a corporate group that connects people, towns and communities to the future, we will realize lifestyles for which diverse backgrounds and values are respected, and will respect people' s dignity and basic human rights throughout our business activities to strengthen our Foundation for Sustainability Promotion and pursue co-creation initiatives that transcend organizations and business models.**

Diversity and Inclusion .....	151
Human Rights .....	166
Creation of Comfortable Workplaces .....	172
Human Capital Management .....	184
Safety Quality from Design to Management .....	193
Safety and Security in Disasters .....	209
Care for and Activation of Communities .....	215
Contributions to Local Communities and Society .....	223

## Group Policy

As a corporate group that connects people, towns and communities to the future, we will realize lifestyles for which diverse backgrounds and values are respected, and will respect people's dignity and basic human rights throughout our business activities to strengthen our Foundation for Sustainability Promotion and pursue co-creation initiatives that transcend organizations and business models.



## Management

The Sustainability Committee, which consists of Nomura Real Estate Holdings and Group company directors and other members, is chaired by the Nomura Real Estate Holdings president and Group CEO. It deliberates and decides policies and action plans focused on sustainability, including priority issues (materiality), and reports to the Board of Directors. It also monitors progress with regard to its targets. In addition, two subordinate organizations have been established under the committee to strengthen the foundations for co-creation. One is the Human Rights Subcommittee, led by the officer in charge of Internal audit and Compliance as supervisor and the officer in charge of Group Diversity and Inclusion Management as deputy supervisor, and the other is the Wellness and D&I Management Committee, chaired by the Nomura Real Estate Holdings president and Group CEO.

### Human Rights Subcommittee

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Consists of members from the Group Human Resource Department, Group Human Resources Development Department, Group Legal & Compliance Department, and Sustainability Management Department and meets as needed. In fiscal 2021, the committee met eight times, and it has continued to discuss major topics such as the formulation of a human rights policy and surveys for human rights due diligence.

### Wellness and D&I Management Committee

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Consists of Nomura Real Estate Holdings and Group company presidents and others, and meets twice a year (previously called the Group Wellness Promotion Meeting). The committee discusses mid-to long-term goals and measures related to promoting occupational health and safety, wellness, work style reforms, the empowerment of women, and utilization and active participation of the Group's diverse human resources to maintain and improve sound, comfortable workplace environments in which people can work with vigor and achieve wellness, and to enhance efforts for formulating human resource development policies and promoting internal environment development to ensure diversity. The content of the discussions are periodically reported to the Board of Directors.

## Diversity & Inclusion

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Approach and Policies  
Management  
Targets and Results  
Initiatives

## Human Rights

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Approach and Policies  
Management  
Targets and Results  
Initiatives

## Creation of Comfortable Workplaces

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Approach and Policies  
Management  
Targets and Results  
Initiatives

## Human Capital Management

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Approach and Policies  
Management  
Targets and Results  
Initiatives

## Safety Quality from Design to Management

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Approach and Policies  
Management  
Targets and Results  
Initiatives

## Safety and Security in Disasters

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Approach and Policies  
Management  
Targets and Results  
Initiatives

## Care for and Activation of Communities

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Approach and Policies  
Management  
Targets and Results  
Initiatives

## Contributions to Local Communities and Society

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Approach and Policies  
Targets and Results  
Initiatives

## Approach and Policies

### Group Policy (Society)

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Under the Group Policy, with an awareness that all of us are diverse in various characteristics, such as race, ethnicity, nationality, age, gender, sexual orientation, gender identity, disability, religion, creed, social status, lifestyle, and life stage, and that any one of us may belong to a minority in certain characteristics at the same time as belonging to the majority in other characteristics, the Group shall resolve the issues that arise from these characteristics and create substantially equitable opportunities that focus on the individual differences of each employee. To meet the diversified needs of society through its business activities, the Nomura Real Estate Group shall work on the promotion of inclusive design in which people with various characteristics inside and outside the Group participate in product/service development processes and contribute their diverse perspectives, thereby creating yet unseen value.

To realize a “society where people support and connect with one another and where no one will be left behind” and an “innovative society where all people with various backgrounds and values can build on their strengths,” which we uphold in our Sustainability Policy, we formulated the Nomura Real Estate Group Diversity and Inclusion Policy, which outlines our principles in promoting diversity and inclusion.

 [Nomura Real Estate Group Diversity and Inclusion Policy](#)

### Roadmap

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Guided by the roadmap for promoting diversity and inclusion, we shall designate raising diversity and inclusion awareness, routinely incorporating diversity and inclusion into business activities, and developing a culture of innovation as important themes for achieving our vision, and promote them with the aim of swiftly accomplishing them through Steps I, II, and III. Particularly with regard to Step I, we will implement concrete measures and designate the achievement of annual paid leave acquisition targets and the utilization of childcare leave by both men and women at a rate of 100% as key goals. We aim to link the achievement of these goals to the efficient development of the workplace environment and a change in awareness at the managerial level.

 [Targets on annual paid leave acquisition](#)



### Step I (2 years of FY2022 and FY2023)

#### [Raise diversity and inclusion awareness]

Foster a corporate culture where employees respect one another's differences and feel accepted themselves

### Step II (2 years of FY2024 and FY2025)

#### [Routinely incorporate diversity and inclusion into business activities]

Diverse organizations and people work together and continue challenges themselves

### Step III (5 years of FY2026 to FY2030)

#### [Develop a culture of innovation]

Create new value

Foundation: Flexible ways of working, wellness of mind and body, psychological sense of safety

#### Specific measures (excerpt)

- Diversity and inclusion training for all Group employees
- An awareness survey targeting Group employees
- Measures to encourage men to take childcare leave
- A framework for inclusive design initiatives

#### Key goals for Step I

- ① Achieve annual paid leave acquisition targets
- ② Achieve 100% childcare leave utilization rate by men and women

#### Step I Measures for Promoting Diversity and Inclusion: Outline and Key Goals

Domain	Strategy
Personal success regardless of circumstances [all officers and employees]	Develop the foundation for D&I (conduct training aimed at promoting human rights and D&I)
	Foster wellness of mind and body and a psychological sense of safety
	<b>Promote flexible ways of working</b> (with a particular focus on promoting activities for raising awareness and accomplishing the annual paid leave acquisition target of 100%)
	Construct a framework for inclusive design initiatives
	Monitor the status of promoting wellness and D&I
Personal success regardless of gender, sexual orientation, and gender identity [gender inclusion]	Promote the achievement of the 20% target for the female manager and junior manager ratio
	<b>Promote the achievement of the 100% target for the childcare leave utilization rate by men</b> (actively implement various measures related to systems, development of rules, activities for raising awareness of systems, and promoting acquisition of childcare leave)
	Implement measures for empowering LGBT people
Personal success regardless of disability	Promote the employment of persons with disabilities, achieve the 2.4% target for the rate of employment of persons with disabilities
Personal success regardless of age	Promote the empowerment of young, mid-career, and senior employees
Personal success regardless of cultural background	Promote the empowerment of mid-career hires and foreign nationals in the workforce

#### Key goals for Step I

1

**Achieve the annual paid leave acquisition targets**

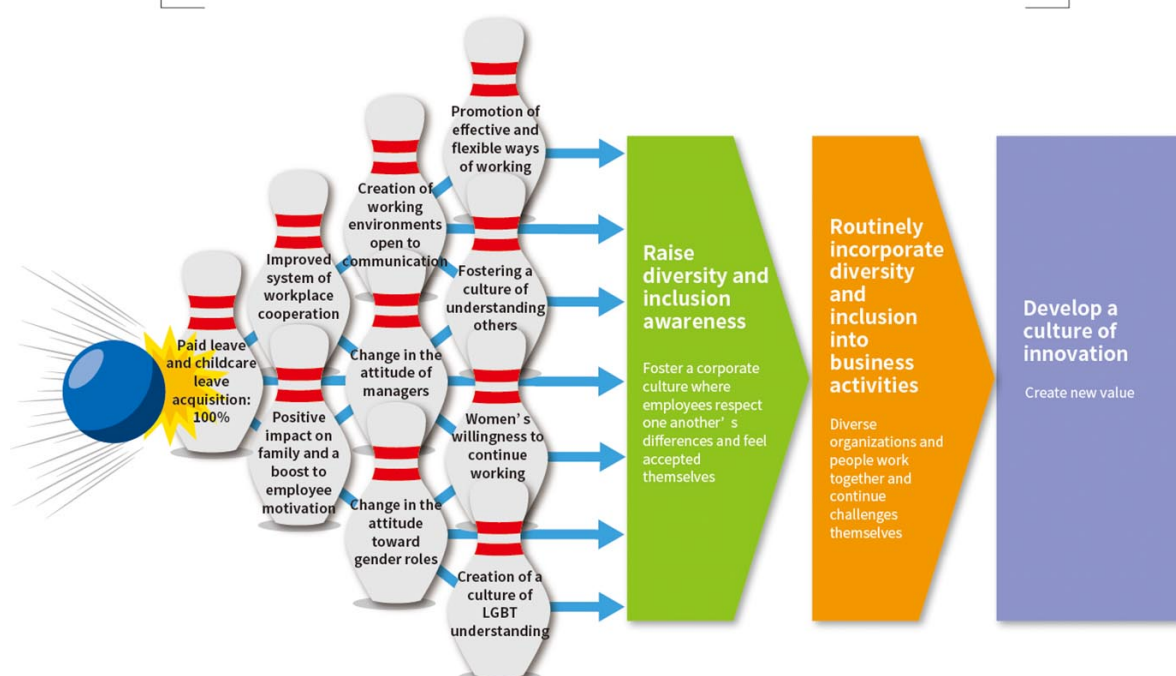
2

**Achieve the 100% childcare leave utilization rate by men and women**

#### Materiality targets for 2030

- ① Female manager and junior manager ratio: 20%
- ② Childcare leave utilization rate by men and women: 100%
- ③ Percentage of participation in human rights and D&I training: 100%
- ④ Provision of products and services with inclusive design
- ⑤ Percentage of implementation of one-on-one meetings: 100%

#### Image of Ripple Effects from Achieving the Key Goals for Step I



# Management

## Management (Society)

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### Wellness and D&I Management Committee

Comprises Nomura Real Estate Holdings, Group company presidents, and others and meets twice a year (formerly the Group Wellness Promotion Meeting). The committee discusses mid- to long-term goals and various measures related to promoting wellness, work style reforms, the empowerment of women, and the utilization and active participation of the Group's diverse human resources in order to maintain and improve sound, comfortable workplace environments in which people can work with vigor and achieve wellness.

## Targets and Results

### Targets

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The Group has set the following targets to promote diversity and inclusion as one of the priority issues that should be addressed by 2030 in order to realize the Sustainability Policy for 2050.

#### Target 1

**Target 1-1. Hire and Utilize Diverse Human Resources**.....**Female manager and junior manager ratio: 20%, Employment of persons with disabilities ratio: 2.4%**

**Target 1-2. Promote Diverse Work Styles**.....**Childcare leave utilization ratio: 100% Including the Group's own holiday system**

※ The above quantitative targets were set to be achieved by FY2030.

#### Target 2

The Group has set the following targets to support well-being as the foundation for addressing the aging population and diversity and for promoting diversity and inclusion.

**Target 2-1. Promote Barrier Free/Universal Design**

**Target 2-2. Promote Health Support Services**

### Target 3

Foster a corporate culture that respects differences and allows all employees to feel accepted. . . . . Percentage of implementation of one-on-one meetings: 100%

 Key performance indicators (KPIs) for priority issues (materiality) up to 2030

### Results

#### Result 1-1. Hire and Utilize Diverse Human Resources (Promote the Empowerment of Women)

Items	FY2018	FY2019	FY2020	FY2021
Female employee ratio (%)	30.76	30.61	31.84	32.46
Manager and junior manager ratio* <sup>1</sup> (%)	10.05	10.33	11.19	11.68
Ratio of female new graduates hired* <sup>2</sup> (%)	36.82	44.77	41.97	39.77

※1 Manager and junior manager ratio: Female manager and junior manager ÷ all managers and junior managers.

※2 Figures indicate the number of employees hired during each fiscal year (employees who have joined the Company by April of the following calendar year).

#### Result 1-2. Hire and Utilize Diverse Human Resources (Number of Foreign Employees, Rate of Employment of Persons with Disabilities)

Items	FY2017	FY2018	FY2019	FY2020	FY2021
Number of Foreign Employees* <sup>1</sup>	14	16	114	140	303
Rate of employment of persons with disabilities (%) * <sup>2</sup>	1.90	1.96	2.02	2.05	2.33

※1 Number of foreign employees does not include the number of foreign technical intern trainees employed.

※2 Rates in Group companies subject to the Employment Rate System for Persons with Disabilities as of June 1 of the following fiscal year.

 For more details, see the ESG data (Society).

### Result 1-3. Promote Diverse Work Styles

Items	FY2017	FY2018	FY2019	FY2020	FY2021
Childcare leave takers (men)	148 (3)	178 (6)	253 (10)	289 (28)	320 (35)
Rate of reinstatement after childcare leave (men) (%)	92.59	91.46	92.08	96.23 (100)	92.91 (100)
Nursing care leave takers	4	4	7	6	5
Rate of childcare leave takers (men) (%)	-	-	-	-	96.23 (15.89)

※ Rate of male childcare leave takers, including those of the Group's own paternity leave programs for male employees, was 54.21%.

### Result 2-1. Promote Barrier Free/Universal Design

The Group has been conducting real estate development in compliance with laws and regulations, such as the Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc., as well as the Design and Construction Standards and Quality Manuals.

Under the leadership of the Human Rights Subcommittee, we are currently considering KPIs for inclusive design, a design process involving people with diverse backgrounds, values, and challenges.

### Result 2-2. Promote Health Support Services

	FY2018	FY2019	FY2020	FY2021
Development results of Health Promoting Senior Rental Housing (units)*	125	125	382	502

※ Cumulative total based on the opening dates

	FY2018	FY2019	FY2020	FY2021
Number of CASBEE Wellness Office Assessment Certifications acquired	-	4	3	3

🔗 [For more details, see the ESG data \(Society\).](#)

### Result 3. Percentage of implementation of one-on-one meetings

We believe it is important to conduct one-on-one meetings to create a basis for psychological safety toward realizing the Nomura Real Estate Group 2030 Vision, and we strive for 100% implementation of these meetings throughout the Group.

(Percentage of implementation of one-on-one meetings as of March 2021: 84.0%)

## Initiatives

### Initiatives for Empowering All Employees

#### Promoting One-on-One Meetings and Creating Psychological Safety

The Group believes that achieving employee growth and wellness depends upon ensuring psychological safety for employees as they go about their daily operations, and it has therefore been holding one-on-one meetings Company-wide since October 2020. We distribute our own handbook to all employees and provide all managers with guidance for conducting effective one-on-one meetings. In addition, in August 2022 we conducted e-learning sessions on the one-on-one meetings for the entire Group.

The Legal and Compliance Department organizes training for compliance promoters, in which Group officers, general managers, and compliance promoters participate to learn about psychological safety and the role of leaders. Each year, we also conduct a questionnaire on the implementation of the one-on-one meetings throughout the Group to confirm progress.

#### Trial Implementation of the Nomura Real Estate Group Sustainability, Wellness, Diversity and Inclusion Survey (Your voice creates NEW VALUE, REAL VALUE)

The purpose of the survey is to share with management the good points and issues about the Company and workplace that Nomura Real Estate Group employees notice in their daily work, and to make use of this feedback in creating better workplaces. Until now, the survey has been implemented separately by each Group company, and we decided to conduct a trial in August 2022 for implementing a common

Group-wide survey. We will visualize the indicators for employee satisfaction and willingness to make voluntary contributions across the Group to further stimulate group synergies, including consideration of actions for addressing common issues.

#### [Employee Satisfaction Survey](#)

### **Implementation of Unconscious Bias Training in the Group's Newly Appointed Managerial Employee Training**

Every year, we conduct training on unconscious bias as part of the rank-specific training programs for newly appointed managers of the Nomura Real Estate Group.

### [Action Plan for Empowering Women](#)

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Following the full enforcement of the Act on the Promotion of Female Participation and Career Advancement in the Workplace (hereinafter Promotion of Women Act) on April 1, 2016, every Group company has formulated an action plan and is pursuing related initiatives for promoting women. We analyze issues related to recruitment, continued employment, and promotion, and take action to address these issues.

### **Female Manager Ratio and Female Manager and Junior Manager Ratio**

The ratio of female managers and the ratio of female managers and junior managers are monitored by the Wellness and D&I Management Committee, which meets twice a year with the objective of achieving the target of 20% for female management positions by 2030. The rate was 11.68% as of the end of March 2021. In terms of recruitment, we hold events for female students in which female employees of Nomura Real Estate speak on the theme of workstyles and careers. We are striving to raise the ratio of female managers and ratio of female managers and junior managers to expand the opportunities for women to play more active roles and to create an organization that incorporates diverse perspectives.

### **Health Seminar for Female Employees**

The Group conducts a seminar for newly promoted managerial employees to develop a work environment that takes into consideration health issues specific to women and promotes appropriate management. In fiscal 2021, the seminar was held online with the participation of 156 people. In addition, the Group holds a health seminar for female employees to help them gain knowledge about their health so they can appropriately deal with issues that may arise. The seminar was attended by about 780 people in fiscal 2021 and 266 in fiscal 2022.





Seminar pamphlet

## Support for Childcare and Nursing Care



Seminar for Female Employees

In accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children, which is intended to support the sound upbringing of children as the next generation leaders of society, the Group has established various systems, including childcare leave, to help employees balance work with childbirth, childcare, and nursing care.

Based on the above act, PRIME X Co., Ltd. has been certified as a childcare support company and has obtained the “Kurumin” Next Generation Certification Mark. The Group also provides information on its programs through the intranet and other means to establish a workplace environment that facilitates the use of the programs. Among the 118 employees who returned to work after childcare leave in fiscal 2021, the rate of male to female employees was 26.2% to 73.7%.

### Main Programs that Support Childcare and Nursing Care

Programs	Details
<b>Childcare leave</b>	Regardless of gender, employees can take leave for childcare <u>until their child turns three years old</u> (also available to those with less than one year's service).
<b>Reduced working hours for childcare</b>	Regardless of gender, employees can work a reduced number of hours until their child is in the third grade of elementary school.
<b>Nursing care leave</b>	Employees can take a leave in installments of up to a total of three years to care for a family member requiring nursing care.
<b>Reduced working hours for nursing care</b>	Employees can work reduced hours for up to three years to care for a family member who requires nursing care.
<b>Holiday childcare support<sup>*1</sup></b>	Assistance for covering childcare costs on weekends and holidays is available for employees who need to work on weekends and holidays.
<b><u>Paternity leave programs for male employees<sup>*2</sup></u></b>	Male employees can use their annual paid leave to take a five-day leave of up to six months after the birth of their child.

## Maternity bonus<sup>\*2</sup>

A maternity bonus is paid from the Welfare Mutual Aid Association.

Underlined text: Statutory programs

※1 Applicable to Nomura Real Estate Development and some other Group companies

※2 Applicable to Nomura Real Estate Development only

## Empowerment of LGBT

As part of our initiatives for empowering LGBT, we held a panel discussion in December 2020, entitled “LGBT in the Workplace” for all Group executives and general managers of Nomura Real Estate Development.

We also publish a regular bi-monthly LGBT column on the intranet to educate employees. We conducted an awareness survey of Nomura Real Estate Group employees (from August 1 to August 22, 2022) to monitor the numerical data so we can understand the extent to whether LGBT feel they can work with vigor and be themselves in the workplace, and we will continue to improve our workplace environment so they can be who they are and feel safe at work.

In addition, Nomura Real Estate Holdings, Nomura Real Estate Development, Nomura Real Estate Asset Management were awarded Silver rating and Nomura Real Estate Solutions and Nomura Real Estate Partners were awarded Bronze rating in the PRIDE Index 2022, which certifies companies and organizations for their efforts related to LGBT and other sexual minorities.

※ The PRIDE Index was established in 2016 by work with Pride, a voluntary organization that supports the promotion and establishment of LGBT-related diversity management, as a system for recognizing the efforts of companies and organizations related to LGBT and other sexual minorities.



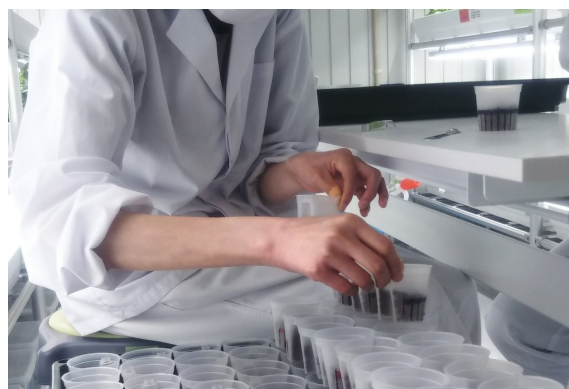
## Empowering People with Disabilities

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The Group has been cooperating with a company that supports the employment of people with disabilities to provide opportunities to work. As of June 1, 2022, the employment rate of people with disabilities was 2.33% (the Group's target is 2.4%, which is higher than the legally mandated rate). Since fiscal 2020, Nomura Real Estate has bolstered its efforts to actively hire people with disabilities by providing opportunities to work at an indoor farm facility.



Working at an indoor farm facility



Working at an indoor farm facility

## Empowering Senior Employees

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To provide opportunities for senior employees to continue applying their wealth of experience and skills as a driving force of business growth, the Group provides employment extensions based on the reemployment program for those who have reached retirement age and wish to continue working. It ensures employment opportunities up to the age of 65 at the employee's request. Moreover, some Group companies have established employment programs in which employees can work even after the age of 65 at the employees' request, supporting work styles that meet the needs of seniors.

## Empowering Global Human Resources

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When hiring, the Group ensures that no disadvantages are associated with personal background or beliefs, including race, ethnicity, nationality, age, gender, sexual orientation, gender identity, disability, religion, creed, social status, lifestyle, or life stage. We also accommodate employees' religious practices and conduct within a certain framework. In addition, we hire and support human resources who can effectively engage at a global level regardless of race, ethnicity, nationality, or religion so that human resources with diverse values can demonstrate their individual abilities to the fullest and spark new value. We are actively hiring local human resources especially in China, Hong Kong, Thailand, Singapore,

and Vietnam, where Group companies are located, to strengthen our overseas strategies so that we can quickly and accurately identify and reflect the different needs of each country and region in our business operations.

## Representative Major Efforts to Secure Global Human Resources

Target	Main approach
Hiring global human resources	<ul style="list-style-type: none"> <li>•Hiring local human resources at overseas subsidiaries</li> <li>•Participating in recruitment events for international students</li> <li>•Holding job fairs and screenings for international students from overseas universities</li> </ul>

## Initiatives to Promote Barrier Free/Universal Design

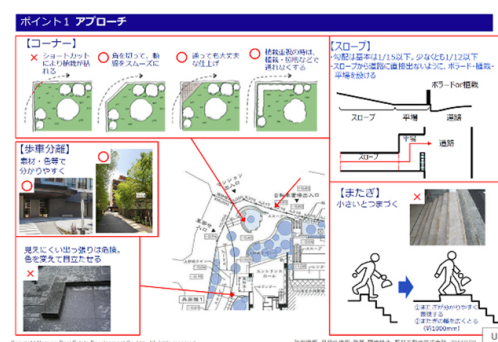
In addition to complying with laws and regulations such as the Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc., the Group established barrier free and universal design standards to supplement its Design and Construction Standards and Quality Manuals and complies with these standards at all of its developed properties. The Group has been promoting universal design with the aim of providing products and services that can easily be used by a wide range of individuals irrespective of disabilities or differences in age, body, and language.

Looking ahead, we will further advance our initiatives by involving people with diverse backgrounds, values, and challenges in the design process to provide products and services featuring inclusive designs.

### Compliance with Design and Construction Standards and Quality Manuals

## Seven Principles of Universal Design

- Equity: Facilities are equally usable by everyone
- Diversity: Facilities can be used in a variety of ways
- Simplicity: Methods of use are easy to understand
- Perceptible information: Information is easily conveyed
- Safety: Facilities do not pose any risks
- Efficiency: Facilities can be easily used with low physical effort
- Operability: Facilities are easy to operate



Examples of Universal Design

## Encouraging Use of Barrier Free and Quality of Life Guidebook

Nomura Real Estate Group and the Sonoda Lab of Meiji University Graduate School created the Barrier Free and Quality of Life Guidebook under an industry-academia joint research project. The Guidebook is used in condominium design.

Barrier Free and Quality of Life Guidebook (Japanese only)

## Distribution of Resident Manuals for Foreign Residents

The Group distributed English, Chinese, and Korean versions of a Resident Manual for foreign residents to explain rules and etiquette when living in a condominium.



## Initiatives to Promote Health Support Services

The Group is responding to the aging population and increase demand for health care services and contributing to the support of good health and increases in healthy lifespans of stakeholders by operating fitness businesses that promote maintenance and improvement of physical function and by developing health promoting senior rental housing with support services.

## Development of OUKAS health promoting senior rental housing with the Aim of Extending Healthy Lifespans

The Group is undertaking development of OUKAS health promoting senior rental housing with support services to promote extension of the healthy lifespan of seniors and reduce social security costs. The OUKAS health promoting senior rental housing is characterized by its (1) location with convenient access to transportation, (2) its building that makes residents feel proud to live in and various common spaces and residential units that enrich residents' daily lives, and (3) the OUKAS Wellness Program<sup>\*1</sup>, which offers services intended to help residents maintain and improve both physical and mental health. OUKAS health promoting senior rental housing helps residents and their family members enjoy daily life with a sense of security and safety while incorporating these mechanisms that enable them to maintain their physical and mental health every day. As of April 2022, four buildings with 502 units have already opened and two more buildings with 331 units are scheduled to open.

## Features of OUKAS Wellness Program

- ① Exercise: A unique exercise program jointly developed with Nomura Real Estate Life & Sports that operate the Megalos sports clubs
- ② Diet: Well-balanced, delicious meals prepared by nutritionists
- ③ Community: About 50 community events\*<sup>2</sup> per month for residents
- ④ Medical and welfare: Support from staff with experience in medical and nursing care

※1 Won a Good Design Award 2019

※2 2018–2019 results



OUKAS Wellness Program  
(won a Good Design Award 2019)

## Promoting Increases in Healthy Lifespan through the Fitness Business

At Megalos sports clubs, the Group is implementing the following initiatives to promote longer, healthier lives for senior citizens.

Initiative	Details
<b>REBORNS FUN</b>	A new program developed under the theme of “We want people to regain their healthy, functional and physical youthfulness, and based on that, to improve their basic physical fitness for new challenges, and enjoy life.” The program sets six themes on a month-by-month basis: joint pain prevention, metabolic syndrome, immunity, prevention of falls, prevention of lifestyle-related diseases, and posture, and it is comprised of various exercises suited to each theme.
<b>REBORNS SCHOOL</b>	A school for seniors based on the concept of “Building a healthy body and making friends to enjoy life and sports with vigor for a lifetime” aimed at maintaining a healthy and vigorous body that leads to preventing frailty*, and the seniors enjoy exercise with the same friends and coach every week. ※ The decline in physical, mental, and social functioning associated with aging.
<b>Healthy personal muscle training for adults aged 65 and over</b>	A personalized training program for seniors designed under the supervision of Professor Tsuneji Kanaoka of Waseda University, Faculty of Sport Sciences, which was the first attempt for a general sports club.



### Collaboration with the Tokyo Metropolitan Geriatric Hospital and Institute of Gerontology

Entered into an academic agreement with the Tokyo Metropolitan Geriatric Hospital and Institute of Gerontology to realize a society in which seniors can extend their healthy life expectancy through exercise and feel a sense of purpose in life. Services to prevent secondary health problems will be developed by conducting and analyzing the results of a health survey on physical and mental functions and vitality status during the COVID-19 pandemic. Going forward, efforts will continue for developing new service models for seniors, including exercise programs for seniors and app-linked health management systems.



REBORNS FUN (Japanese only)



Healthy Personal (Japanese only)

### Comprehensive Collaboration Agreement Entered into with a Local Government with Regard to Health Promotion

In October 2019, Nomura Real Estate Life & Sports entered into a collaboration agreement regarding fitness projects with Tachikawa City, Tokyo. We will work closely with the city as a partner to implement projects aimed at health promotion and prevention of lifestyle-related diseases among adults. Specifically, we will collaborate with 12 residents' associations within the city to hold a variety of events such as health seminars and physical fitness measuring events to support the fitness projects within the community. We will also implement initiatives such as physical fitness measuring events at retail premises in collaboration with the community.

## Acquisition of CASBEE Wellness Office Assessment Certification

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To contribute to the maintenance of stakeholder health and comfort, the Group has adopted the policy of acquiring CASBEE Wellness Office Assessment Certification for all newly developed office buildings. This certification program was first established in 2019 to evaluate specifications and performance of buildings, initiatives that support maintenance and improvement of the health and well-being of building users as well as factors contributing to improvement of intellectual productivity and performance regarding safety and security. As of the end of March 2022, ten properties have acquired certification.

## Approach and Policies

### Group Policy (Society)

Under its Group Policy, the Nomura Real Estate Group has stipulated “Respect for human rights of officers and employees” in Article 20\* of its Group Code of Action, and it respects the dignity and fundamental human rights of everyone associated with its operations, including employees. In doing so, the Group supports and complies with the following international norms on human rights and strives to conduct business in full compliance with human rights laws and regulations in each country in which it operates. In accordance with the Nomura Real Estate Group Human Rights Policy, the president and Group CEO of Nomura Real Estate Holdings takes responsibility with regard to respecting human rights as we strive to identify, prevent, and mitigate any human rights violations related to any of our business activities. At the same time, we seek from all stakeholders cooperation with our Human Rights Policy and reinforce our efforts to promote dialogue.

※ The Nomura Real Estate Group Code of Conduct provides in Article 20 that the Group shall respect the fundamental human rights of officers and employees and shall not engage in discrimination or harassment on the basis of race, ethnicity, age, religion, creed, sex, nationality, social status, disability, pregnancy, childbirth, childcare leave, family care leave, sexual preference, gender identity, etc.

#### **International norms that the Group supports and respects**

##### **International Bill of Human Rights (United Nations)**

Common standards to be achieved for all people including the right to life, freedom of speech and expression, right to work, right to education, and right to live a civilized life.

##### **Declaration on Fundamental Principles and Rights at Work (International Labor Organization (ILO))**

Fundamental rights in labor (the freedom of association, the right to collective bargaining, prohibition of compulsory labor, effective elimination of child labor, and elimination of discrimination in employment and occupation)

##### **Guiding Principles on Business and Human Rights (United Nations)**

A global standard applicable to all countries and businesses, consisting of three pillars: state duty to protect human rights, corporate responsibility to respect human rights, and a remedy for victims of business-related abuses.

## Children's Rights and Business Principles (UNICEF, UN Global Compact, and Save the Children)

Guidelines on actions that should be taken by companies to protect children's rights.

 [Nomura Real Estate Group Human Rights Policy](#)

## Management

### Management (Society)

As a subordinate organization of the Sustainability Committee, we established the Human Rights Subcommittee, led by the officer in charge of the Group Internal Audit Department and the Group Legal and Compliance Department as supervisor, and the officer in charge of Group Diversity and Inclusion Management as deputy supervisor. The subcommittee consists of members from the Group Human Resource Department, Group Human Resources Development Department, Group Legal and Compliance Department, and other departments and meets as needed to promote human rights initiatives for the entire Group. Eight meetings were held in fiscal 2021 to formulate the Human Rights Policy, conduct surveys for implementing human rights due diligence, and determine priority areas based on the survey results.

## Targets and Results

### Targets

The Group has set the following two targets in order to disseminate its thinking on respect for human rights.

**Target 1 Percentage of participation in human rights training by Group officers and employees**  
**100%**

**Target 2 Monitoring and education of stakeholders on human rights issues**

 [Key performance indicators \(KPIs\) for priority issues \(materiality\) up to 2030](#)

## Result 1. Participation in human rights training by Group officers and employees

Results for fiscal 2021 are shown in following the chart.

Training Conducted

Training type	Target participants	Participation rate* (%)	Human rights themes covered
<b>Group-wide training</b>			
<b>Group training for new employees</b>	New employees	100% (280/280 persons)	Resolution of the Dowa issue Diversity and inclusion Harassment
<b>Group training for newly-appointed managers</b>	Newly appointed managers	100% (149/149 persons)	General human rights training (understanding the Nomura Real Estate Group human rights policies, resolution of the Dowa issue, and other issues) Diversity and inclusion Harassment
<b>Group training for new career-track employees</b>	Mid-career hires	100% (195/195 persons)	Preventing harassment
<b>Email distribution to Group officers and employees</b>	All officers and employees	–	Compliance Harassment
<b>Nomura Real Estate Life &amp; Sports</b>			
<b>Human Rights Training</b>	Employees	91% (585/640 persons)	Compliance Harassment
<b>Human Rights Training</b>	Part-time workers	94% (1,199/1,132 persons)	Compliance Harassment

※ Participants/Target Participants

## Result 2. Monitoring and education of stakeholders on human rights issues

In fiscal 2021, we identified the top 191 companies in terms of procurement value as the Group's key suppliers and requested that they complete a web-based survey, to which 89 companies responded. We also provided feedback on the results to all companies that responded to the survey and engaged directly with ten of them.

 [Supplier Engagement](#)

# Initiatives

## Human Rights Training for Group Officers and Employees

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### Rank-Specific Training

To deepen understanding of respect for human rights, the Group makes use of opportunities such as rank-specific training to conduct human rights education. The human rights training conducted in fiscal 2021 is described below. A total of 2,408 persons, including part-time workers, participated in this training.

In addition, the Nomura Real Estate Group Code of Action Handbook is distributed to all employees to disseminate knowledge, and training on discrimination and harassment is conducted for all employees. The Group's internal newsletter, which is published regularly, also contains provisions requesting understanding of and consideration for LGBT\* individuals.

※ LGBT (lesbian, gay, bisexual, and transgender) is a general term for sexual minorities.

## Responses to Human Rights Issues

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### Responses to Human Rights Issues in the Supply Chain

To address human rights issues in the supply chain, the Group has distributed its Procurement Guidelines to more than 4,600 business partners.

In fiscal 2020, monitoring interviews were conducted with ten major suppliers.

In fiscal 2021, we identified the top 191 companies in procurement value as the Group's key suppliers and requested that they complete a web-based survey, with 89 companies responding. We also provided feedback on the results to all companies that responded to the survey and directly engaged with ten of them. We will continue to expand the scope of the survey and address human rights issues in the supply chain.

 [Supplier Engagement](#)

### Responses to Human Rights Due Diligence

The Nomura Real Estate Group is continuing to implement human rights due diligence.

In fiscal 2020, the Human Rights Subcommittee was established to strengthen and promote activities in accordance with international norms on human rights and began formulating the Human Rights Policy and related tasks.

In fiscal 2021, we formulated and announced the Nomura Real Estate Group Human Rights Policy, in



which we identified prominent human rights issues within the Group. In addition, a Group-wide desktop survey was conducted to ascertain the current status of human rights issues within the Group. We then selected the property and facility management business, hotel business, and the overseas business as operations with relatively high human rights risks, and we conducted a detailed survey, including interviews and questionnaires, involving seven Group companies, six in Japan and one in Vietnam. As a result of these surveys, we confirmed that there were no significant cases of human rights violations, including violations of laws and regulations, within the Group.

We have selected four priority issues to be addressed in the future: (1) employee wellness and human rights, (2) overseas business and non-Japanese workers, (3) human rights in the supply chain, and (4) remedial measures, and we have established a three-year roadmap of initiatives as well as designating departments with jurisdiction over these issues. We will continue to develop our human rights due diligence system, periodically conduct human rights due diligence, and continuously improve initiatives.

### **Establishment of the Grievance Mechanism**

The Group has set up the Nomura Real Estate Group Human Rights Desk as a point of contact for consultation on human rights issues which is accessible to all employees regardless of employment status, and the Power and Sexual Harassment Hotline as an external point of contact for consultation. In addition, the Group established the Helpline for Business Partners (all Corporate Customers) as a point of contact for reporting on human rights abuses by Group employees and other acts that may conflict with its code of ethics.

Reports and consultations received through these points of contact are accepted anonymously and strictly remain confidential. If, as a result of investigation, there is a clear violation of respect for human rights, the Group takes appropriate action against the perpetrator, and protects the victim and whistleblower so that they are not treated prejudicially for having made a report.

In this way, by setting up multiple points of contact for consultation, the Group has created an environment where it is easy to seek advice, and is working for the early detection and resolution of any problems and taking measures to prevent recurrence. In fiscal 2021, there were 39 consultation matters relating to discrimination and harassment.

 [Nomura Real Estate Group Helpline](#)

### **Engagement with Stakeholders on Human Rights Issues**

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The Group is implementing internal and external stakeholder engagement initiatives in various ways on the theme of human rights.

## **Participation in the Human Rights Due Diligence Study Group**

The Group participates in the Human Rights Due Diligence Study Group, which is made up of three general contractors, which are suppliers to the Group, and five real estate developers (including Nomura Real Estate Holdings).

The group was established to fulfill the responsibility of companies to "avoid infringing on the human rights of others and prevent, mitigate, and rectify adverse human rights impacts with which they are involved" required by the Guiding Principles of Business and Human Rights. We strive to prevent human rights abuses including forced labor in the industry as a whole.

## **Exchanges of Opinion on Human Rights Issues**

Through the Human Rights Due Diligence Study Group, whose active participants include construction and real estate companies, the Group implements engagement initiatives with NGOs, lawyers, and other external bodies to prevent adverse impacts on human rights with respect to the acceptance of foreign technical interns and human rights issues related to its business activities.

As for engagement initiatives, the Group was pointed out as having noticeable problems such as long working hours and insufficient safety measures.

In response, the Group is promoting appropriate business activities based on international norms by taking the perceived issues into account for future activities and plans.

## **Acceptance of, and Communication with, Foreign Technical Interns**

The Group's Nomura Real Estate Amenity Service accepts foreign technical interns from Indonesia and Vietnam. To ensure that interns can work with confidence, the company gives due consideration to the improvement of their working environments, thorough implementation of safety standards, the provision of appropriate living arrangements, and other key factors. To elicit opinions from trainees, the company provides periodic opportunities for interviews with their superiors.

We are considering accepting more trainees going forward, and to this end, we recognize that it is essential to treat and communicate with the trainees with greater consideration for their human rights.

# Creating Pleasant Workplace Environments (Initiatives for Wellness Management)

## Approach and Policies

### Group Policy (Society)

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Under the Group Policy, we seek to realize our goal of “working with enthusiasm and achieving wellness,” as stated in the Nomura Real Estate Group Action Guideline, through ongoing efforts to establish sounder and more pleasant workplace environments. In addition, we pursue fair employee evaluations, remuneration including a guarantee of living wages and equitable social benefits, and respect for fundamental rights such as freedom of association and the right to collective bargaining. The Nomura Real Estate Group Code of Action provides that the Group will strive to establish sounder and more pleasant workplace environments. Accordingly, we implement comprehensive health and safety management and take measures to prevent excessive workloads, long working hours, and occupational accidents so that every employee can feel safe and secure while working in good mental and physical health. Furthermore, we signed the UN Global Compact in May 2019 and will comply with the four labor principles of this initiative while taking additional actions.

## Management

### Management (Society)

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## Targets and Results

### Targets

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The Group has set the following five targets to achieve wellness management.

#### Target 1. Preventing Overwork

#### Target 2. Promoting the Taking of Paid Leave.....Rate of acquisition of paid leave 60%

※ 12 days a year or more than one day per month, for all employees, and applies only to Nomura Real Estate Development

### Target 3. Promoting thorough Physical and Mental Health Management

Rate of employees who underwent medical examinations and checkups 100%

### Target 4. Preventing Work-related Accidents

Absentee rate 0%

### Target 5. Improvement in Employee Satisfaction

※ The above quantitative targets are set to be achieved by FY2030.

## Results

### Result 1. Preventing Overwork

Items		FY2018	FY2019	FY2020	FY2021
Average work time over statutory working hours (hours per person/month)	Group	14.07	13.51	9.99	13.73

### Result 2. Promoting the Taking of Paid Leave

Items		FY2018	FY2019	FY2020	FY2021
Rate of acquisition of paid leave (%)	Group	47.31	61.19	56.14	62.11
	Nomura Real Estate Development*1	54.93	62.62	60.58	63.80

### Result 3. Promoting thorough Physical and Mental Health Management

Items		FY2020	FY2021
Rate of employees who underwent medical examinations and checkups (%)	Nomura Real Estate Development*1	100	100

### Result 4. Preventing Work-related Accidents

Items	FY2018	FY2019	FY2020	FY2021
Number of work-related accidents resulting in death of an employee	0	0	0	0

Number of work-related accidents resulting in death of a contractor	-	0	2	0
LTIFR*2	0※1	1.29	3.43	0.56
LTIR*3	-	0.60	1.34	0.32
Absentee rate (%)	0.37	0.29	0.41	0.45

※1 Results at Nomura Real Estate Development (excluding contractors)

※2 (Number of occupational accidents resulting in lost days/Total work time) × 1,000,000

※3 (Number of fatalities and lost-days injured persons/Total work time) × 1,000,000 (excluding contractors)

[For more details, see the ESG data \(society\).](#)

## Result 5-1. Improvement in Employee Satisfaction

Nomura Real Estate Development: Results of Employee Satisfaction Survey

Items	FY2018	FY2019	FY2020	FY2021
Employee satisfaction level ( ve-point scale)	4.03	4.05	3.96	3.97
Number of responses / numbers of eligible employees	2,013 / 2,066	2,067 / 2,113	2,209 / 2,259	1,958 / 2,105
Response rate (%)	97.4	97.8	97.8	93.0

## Result 5-2. Turnover Rates

Items	FY2018	FY2019	FY2020	FY2021
Turnover rates (total)* (%)	3.99	5.13	4.78	5.81
Male (%)	2.49	4.69	4.84	6.01
Female (%)	6.57	5.99	4.79	5.63
Turnover rates for personal reasons (%)	3.54	4.43	3.88	4.45

※ Turnover rates include the number of employees retired at the mandatory retirement age.

## Result 5-3. Average Tenure of Employees\*

Items	FY2019	FY2020	FY2021
Average tenure of employees (total) (years)	— (12.40)	10.42 (11.88)	10.56 (11.49)
Male (years)	— (14.71)	11.53 (13.90)	11.71 (13.40)

<b>Female (years)</b>	— (8.42)	7.90 (8.56)	8.17 (8.35)
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※ Figures in parentheses indicate performance of Nomura Real Estate Development.

 [For more details, see the ESG data \(society\).](#)

## Initiatives

### Measures for Health and Safety Improvements by Management

The Group provides opportunities on a regular basis where the Nomura Real Estate Holdings president and executive vice president meet directly with employees to share workplace issues regarding the work climate and their employment and to improve workplace environments. In fiscal 2021, 26 meetings were held to discuss reducing working hours, raising productivity, and helping employees to achieve a good work-life balance. We examined proposals and opinions expressed at these meetings and improved the personnel system. In this manner, these meetings are promoted as measures to ensure the health and safety of employees.

### Work-Related Risk Management and Legal Compliance

The Group complies with work-related laws and regulations in each country and is establishing a system for managing and improving situations. In particular, with regard to working hours, the Group strives to reduce overtime work. Each month, the Nomura Real Estate Holdings Board of Directors receives reports on and confirms the actual situation of overtime and status of compliance with the Article 36 agreement (an agreement made pursuant to Article 36 of the Labor Standards Act regarding overtime work and work on rest days) of each Group company. Regarding companies and cases with pending issues related to compliance with the Article 36 agreement, we consider responses and take improvement measures. In addition, the Nomura Real Estate Development Board of Directors receives reports each month on working hours and the status of employees taking leave in each division and shares information on related issues while also taking improvement measures.

No Group office has obtained the ISO 45001 certificate, which is a standard for occupational health and safety systems.

## Prevent Overwork

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The Group is implementing a variety of programs intended to prevent overwork by employees.

### **Main Measures**

- Reduce work and implement outsourcing based on operational reviews
- Make use of AI and RPA
- Promote the introduction of mobile PCs
- Promote telecommuting programs, staggered work shifts, and flextime programs
- Promote the use of satellite offices
- Set time limits on computer use
- Send overtime alerts

These measures are important for preventing overwork. In addition, employees who work more than a certain number of hours in a single month are required to check their physical condition using a Cumulative Fatigue Self-Diagnosis Checklist and provide feedback to a supervisor. Other measures are also taken to ensure good health such as consultations with an industrial physician.

## Enhancement of Health Management

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The Group has adopted several initiatives for detecting employee health risks at an early stage and helping them maintain their health and safely perform their duties.

### **Further Improvement of the Medical Checkup System**

The Group requires that all employees undergo complete physical examinations and medical checkups. We encourage those who may need a second checkup arrange for one and follow up on the status of their checkup. In fiscal 2021, the rate of physical examinations and medical checkups of Nomura Real Estate Development was 100%. In the coming fiscal years, we will continue striving to achieve a 100% physical examination and medical checkup rate across the Group to safeguard the health of our employees.



## Implementation of Stress Check Tests

The Group regularly monitors the mental health status of its employees through stress check tests and provides mental health training to help reduce stress levels.

Items	FY2019	FY2020	FY2021
<b>Stress check response rate (%)</b>	88.5	88.7	87.5
<b>Main training programs (including e-learning)</b>	Wellness training Wellness seminar Stress coping seminar Line care training for managerial employees	Mindfulness seminar Mental health training	Mindfulness seminar Mental health training Self-management training for new employees

## Strengthening the Harassment and Health Consultation System

The Group established a physical and mental health consultation hotline as well as a power harassment and sexual harassment hotline that provide employees access to outside specialists for consultations in addition to the Health Consultation Office within the Group, which is staffed by full-time physicians and nurses. The consultation service is available to employees and their family members.

### Physical and mental health consultation hotline

Consultations on issues related to the workplace, family, women's health, and LGBT issues can be arranged with external counselors by phone or email.

### Power harassment and sexual harassment hotline

Consultations on harassment within the Company can be arranged with outside counselors by phone. Consultations can also be made anonymously.

## Information Sharing and Training on Health and Safety

The Group holds monthly Group Personnel Division Meetings attended by persons in charge of human resources at Group companies. At the meetings, participants share information on relevant laws and regulations including the Labor Standards Act, working conditions of each Group company, and the importance of labor management and safety and health. In addition, we provide safety and health training, such as explanations on the Labor Standards Act and other relevant laws and regulations and methods of labor management, on many occasions including during the training of newly promoted managerial employees.

## Response to the COVID-19 Pandemic

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Based on the following approach, the Group takes measures to respond to infectious diseases in order to prevent infection and the spread of infection, and it fulfills its social responsibilities by continuing and maintaining required business activities.

- The Group places priority on ensuring the safety and security of customers, business partners, and officers and employees as well as their family members.
- To fulfill our responsibilities for providing goods and services necessary for daily life, as well as our corporate social responsibilities, the Group maintains business activities after taking action to reduce infection risks.

The Group has implemented measures for employees to contain the spread of infection, including staggered commuting, working from home, telecommuting, online conferences, and thorough measures to prevent the spread of infection within the office, such as social distanced seating arrangements.

For more details, refer to:

 [The Group's Response to the COVID-19 Pandemic \(Japanese only\)](#)

## 2022 Health & Productivity Management Award (Large Enterprise Category)

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Eight Group companies (Nomura Real Estate Holdings, Nomura Real Estate Development, Nomura Real Estate Asset Management, Nomura Real Estate Solutions, Nomura Real Estate Life & Sports, Nomura Real Estate Partners, Nomura Real Estate Building, and PRIME X) were recognized as 2022 Certified Health & Productivity Management Outstanding Organizations (large enterprise category), which are selected jointly by the Ministry of Economy, Trade and Industry of Japan and Nippon Kenko Kaigi.

In addition, Nomura Real Estate Holdings, Nomura Real Estate Development, Nomura Real Estate Solutions, Nomura Real Estate Capital Management and Nomura Real Estate Building were also recognized as White 500 enterprises (large enterprise category) in the Certified Health & Productivity Management Outstanding Organization Recognition Program. This program recognizes enterprises that have implemented outstanding initiatives to promote health and productivity management based on efforts to address local health issues and health improvement initiatives promoted by Nippon Kenko Kaigi.




## Responses to Incidents

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In 2017, the Nomura Real Estate Development head office and four regional offices (Kansai, Nagoya, Sendai, and Fukuoka branches) received a recommendation for corrective action and guidance from the Labor Standards Inspection Offices with jurisdiction regarding the discretionary work system for planning work that applied to some employees. We take this matter extremely seriously and are conducting comprehensive labor management while taking measures to improve workplace environments so that this type of incident does not occur again. Nomura Real Estate Development is implementing the following measures for appropriate labor management and improving workplace environments.

1. Complying thoroughly with laws and regulations
  2. Top management and directors are sharing issues with employees and striving to establish relationships of trust and improve workplace environments
  3. Implementing the following measures to ensure health:
    - (1) Raising awareness of health issues of officers and employees
    - (2) Officers and supervisors are thoroughly monitoring the health condition of employees
    - (3) Further improvements are being made to systems for health consultation and medical checkups
- Each Group company confirms their status and will continue to take measures toward improvements into the future.

For further details, refer to the following.

 [Our actions regarding appropriate employment management and improvement of working environment](#)

## Fair Evaluations and Remuneration

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To ensure equity in working conditions, the Group does not differentiate on the basis of gender the remuneration for employees in the same position, which falls under the “equal pay for equal work” rule in our Human Rights Policy. Moreover, the Group operates fair employee evaluation and remuneration programs by creating mechanisms whereby the opinions of employees can be heard by human resource divisions and supervisors. As for wages, the Group complies with laws and regulations that set minimum wages in each country and pays reasonable salaries that allow employees to maintain a certain standard of living in accordance with the consumer price index of their country or region. In fiscal 2021, the average annual salary of Nomura Real Estate Holdings was 10.17 million yen.

### Target Management System

The Group introduced a target management system so that employees can take the initiative in their jobs and work with managers and supervisors toward achieving their targets. Every six months, all employees set their own targets with advice from supervisors, and bonuses are paid based on the degree of achievement of those targets. In addition, reviews of the abilities and conducts that serve as the basis for promotions and raises are also conducted regularly to maintain fairness and strengthen employee motivation.

### Evaluation of Superiors

Once a year, Nomura Real Estate Development employees complete a questionnaire regarding the skills, performance, personality, etc., of their supervisors and submit the questionnaires to the Human Resources Division.

## Creating Fair Work Environments

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### Labor-Management Dialogues

The Group respects employees’ freedom of association and the right to collective bargaining, and even at Group companies that do not have labor unions, labor representatives and officers responsible for human resource divisions hold periodic meetings and work to improve the workplace environment. As of April 1, 2022, Nomura Real Estate Development, Nomura Real Estate Partners, and some overseas subsidiaries have labor unions, and the labor union membership rate among Group employees is 31.2%.

## Understanding and Disseminating Policies on Labor Standards

To ensure that all employees can gain an accurate understanding of company policies regarding labor standards, the Group provides documents or explanations regarding employment rules, personnel evaluation systems, and social benefits in Japanese, or in English, if necessary, to employees, including those of overseas Group companies, during their initial training.

## Promoting the Hiring of Local Human Resources and Ensuring They Play Active Roles

Considering business characteristics, the Group places emphasis on connections with local communities across the country and carries out recruitment activities in those places. Some Group companies have also established programs where the workplace can be selected from across the country or locally so that employees can choose diverse work styles based on their work-life balance. In other measures, Nomura Real Estate Development has a re-entry system for those who have left the Company due to unavoidable circumstances such as marriage, childbirth, childcare, nursing care, and transfer of a spouse.

## Provision of Social Benefits

The Group has established and is working to enhance employee social benefit programs, such as childcare and family care support and an employee shareholding program, so that employees can enjoy their lives as members of society with peace of mind at every stage of their lives so they can develop fulfilling life plans.

### Main Social Benefits Provided by Nomura Real Estate Development

Social Benefits	Overview
Maternity leave	Six weeks prior to childbirth (14 weeks in the case of a multiple pregnancy) and eight weeks after childbirth (with pay*)
Childcare leave	Until the child reaches the age of three years
Family care leave to care for children	Preschool children: five days/year for one child and ten days/year for two or more children
Family care leave	Up to one year in total
Volunteer leave	Five days for volunteer activities related to a severe natural disaster

<b>Mental health support</b>	Health Consultation Office, Physical and Mental Health Consultation Office, appointment of an industrial physician of psychosomatic medicine
<b>Measures to ensure good health</b>	Appointment of nurses and industrial physicians, implementation of personnel interviews and medical examinations
<b>Rehiring elderly workers</b>	Up to age 65 (one-year extensions)
<b>Retirement benefit program*</b>	Payment of retirement benefits pursuant to a defined benefit pension plan (Nomura Real Estate Development's contract-type defined benefit pension plan), payment of contributions by Nomura Real Estate Development, at no cost to employees
<b>Health insurance association</b>	High medical expenses, lump-sum childbirth benefit, injury and disease benefit, comprehensive medical examinations, etc.
<b>Allowances</b>	Family allowance, reassignment allowance, reassignment without family allowance, housing subsidies, etc.

※ Only career-track employees are eligible.

## Implementation of Employee Satisfaction Survey

Nomura Real Estate Development conducts an employee satisfaction survey every year. The survey collects suggestions to management and employee opinions on work and the workplace. Satisfaction is measured on a five-point scale with regard to (1) sense of fulfillment concerning work, (2) satisfaction with the workplace, (3) satisfaction with superiors, (4) loyalty to the company, (5) development in the market, and (6) sense of being stuck in the same routine at work, as well as regarding the understanding and practice of work style reform and wellness management. In fiscal 2021, the response rate was 93.0% (1,958 out of 2,105 eligible employees responded). Issues regarding employee satisfaction and work style reforms, which were obtained from the survey, are reported to officers and higher-level management at each headquarters conference and provided individually to a supervisor so that the results are actively used.

## Responses to Legal and Other Violations

In 2017, the Nomura Real Estate Development head office and four regional offices (Kansai, Nagoya, Sendai, and Fukuoka branches) received a recommendation for corrective action and guidance from the Labor Standards Inspection Offices with jurisdiction regarding the discretionary work system for planning work that applied to some employees. We take this matter extremely seriously and are conducting comprehensive labor-management while taking measures to improve workplace environments so that this type of incident does not occur again. The Group will continue to promote measures for improving workplace environments.

For further details, refer to the following.

▣ [Our actions regarding appropriate employment management and improvement of working environment](#)



## Approach and Policies

### Group Policy (Society)

Under the Group Policy, the Group seeks to carry out the “What We Value” Nomura Real Estate Group Action Guideline and works to improve human capital. We will provide human development programs to enhance the qualifications and capabilities of each Group employee and to foster an organizational culture that allows employees to continuously take on the challenge of creating new value and strengthening cooperation within the Group. By doing so, we will bolster the foundation for developing human resources capable of engaging in co-creation.

#### **Nomura Real Estate Group Action Guideline**

##### **Client- first approach**

We maintain our “client-first” approach as well as our attitude to ensure trust and fulfill expectations, which we have valued since the foundation of the company.

##### **Creating new value based on original ideas**

We create new value through free, outside-the-box thinking, placing priority on anticipating future and global perspectives.

##### **Always being a challenger**

We always bear in mind that we are a challenger and take on new challenges with humility and ambition.

##### **Acknowledging our growth with society**

Ever mindful of our responsibility and pride in creating the future for people and cities, we contribute to society and continue to be a company on which it relies.

##### **Working with vigor and achieving wellness**

Recognizing that working with vigor brings growth to both the company and ourselves, we take the utmost care of our mental and physical health.

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

- Proactive mid- 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

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

- High level of specialization and execution
- Diverse viewpoints and values
- Broad perspectives
- Business formation skills
- Organizational management skills

## Management

Management (Society)



## Targets and Results

### Targets

What the Group has valued since its establishment is the customer-first spirit. Specifically, it is the creation of new value through original ideas and the spirit of continuing to be a challenger. This spirit leads to real estate development such as high-quality housing and office development, and real estate-related services such as property and facility management. Through these, we continue to create new business and value. We will strengthen our human resource development with the belief that our approach to connect closely with each customer is firmly inherited as our DNA under our Group Vision “New Value, Real Value.”

📄 Key performance indicators (KPIs) for priority issues (materiality) up to 2030

### Results

#### Results for Training Participation

Items	FY2021
Training hours per employee *1(hours)	4.21
Total training hours*1(hours)	23,855
Investment in training cost per employee (yen)	47,936

Total training expense (thousand yen)	271,555
Return on investment in employee skill development* <sup>2</sup> (%)	2.14
Return on investment of human resources* <sup>3</sup> (100 million yen)	9.17

※1 Covers only mandatory training and does not include open and selective training or e-learning courses.

※2 Calculated using the following formula: Return on investment in employee skill development = Turnover rates/Total training expense (100 million yen).

※3 Return on investment of human resources = (Operating revenue – (Selling and general administrative expenses – Personnel expenses))/Personnel expenses.

### Group-wide Training Performance

	Training title	Subject ranks	Number of training hours	Number of implementing companies	Number of participants
1	New employee introductory training	Newly-hired employees	38	8	280
2	New employee follow-up training	New employees	7	8	280
3	Second-year training	Employees in their second year	14	8	261
4	Third-year training	Employees in their third year	14	8	215
5	Training for newly promoted managers	Managers*	21	7	155
6	Training for newly promoted senior managers	Senior managers	14	5	34
7	Training for newly promoted general managers	General managers	70	3	10

※ After 13 years of service (generally)

### Reference: Performance of Nomura Real Estate Development's Training Other Than Groupwide Training

	Training title	Subject employees	Number of training hours	Number of participants
(1)	Fourth-year training	Employees in their fourth year	7	47
(2)	Fourth-year career design training	Employees in their fourth year	7	47

(3)	Fourth-year career management training	Employees in their fourth year holding section chief positions	7	47
(4)	Professional level 1 training	Professional level 1 Positions* <sup>1</sup>	12	57
(5)	Women's career and life training	Professional level 1 positions	4	22
(6)	Leader training	Leaders* <sup>2</sup>	14	42
(7)	Second-year leader career design training	Leaders in their second year	12	43
(8)	Second-year leader career management training	Leaders in their second year holding section chief positions	7	43

※1 After 7 years of service (generally)

※2 After 9 years of service (generally)

 [For more details, see the ESG data \(society\).](#)

## Initiatives

### Group Personnel Division Meetings Held

The Group holds monthly Group Personnel Division Meetings attended by officers responsible for human resources and managers of human resource divisions of Group companies. Participants exchange information and opinions regarding the personnel system, human development, and each company's recruitment situation and wellness measures, and they share best practices in order to implement Group-wide measures for improvements to human capital.

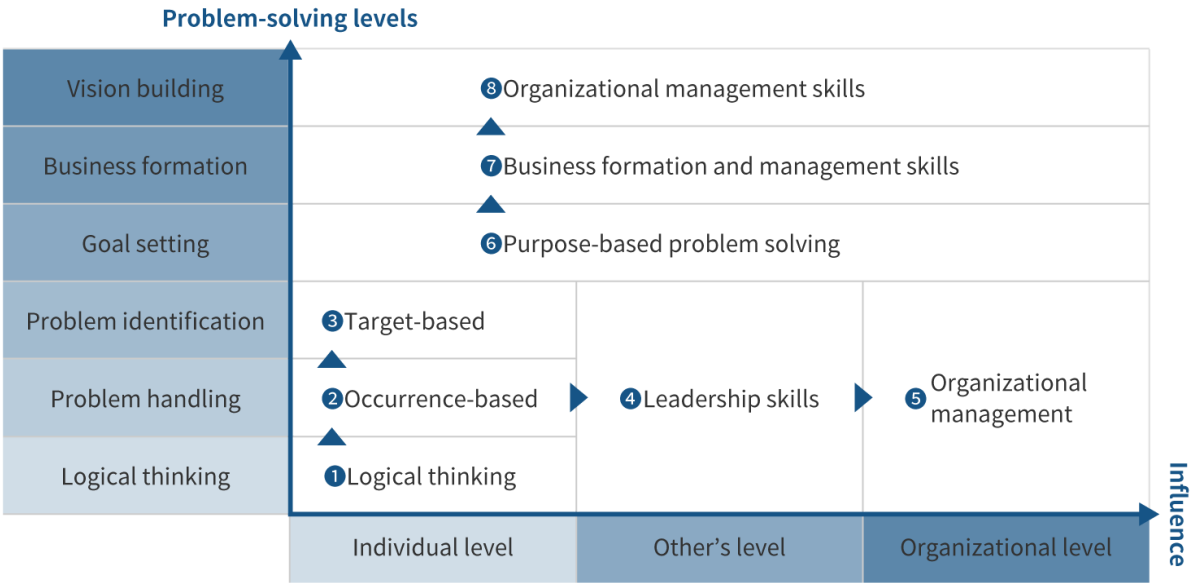
### Training Framework

In terms of human resource development, the Group has implemented personnel systems and development programs that promote growth. For some rank-specific training programs, according to qualification grade and stage, training is carried out on a Group-wide basis.

Nomura Real Estate Development has established N-COLLEGE, a self-skills development system for employees, which provides programs to study for real estate-related certifications for professionals such as real estate notaries, first-class architects, and certified real estate appraisers, and programs covering

general business skills such as those related to finance and language study. In addition, the Residential Development Division provides specialized training and knowledge sharing opportunities regarding product strategies and quality control for technical employees, including Building Knowledge Courses, Landscape Workshops, and the PROUD Quality Conference, so that each employee can perform higher level duties and acquire a broad range of knowledge and experience.

**Human Resource Development Programs for Career-track Employees**



## ■ Training Programs for Career-track Employees

Position levels	Target year	Training details	Program for selected employees/open
General management position	Newly appointed	Management skills training, discussion on set themes, and presentation to management ⑦⑧	
Senior management position	Newly appointed	Organizational management (practical application level) ⑤ Purpose-based problem solving (introductory level, practical application level) ⑥	
Management position	Newly appointed	Organizational management (introductory level) ⑤ Target-based problem solving (practical application level) ③	
Leader position	2nd year leader	Career training: career mindset development	
	9th year leader	Leadership skill (practical application level) ④ Environmental analysis ⑦⑧	
Professional position level 1	7th year	Target-based problem solving (practical application level) ③ Leadership skill (introductory level) ④	
Professional position level 2	4th year	Target-based problem solving (practical application level) ③ Career training: career mindset development	
Professional position level 3	3rd year	Problem-solving dialogue ④	
	2nd year	Occurrence-based problem solving ②	
	First year follow-up	Logical presentation ①	
	New employee introduction training	Logical writing ①	

■ Implementation for Group   ■ Implementation for Nomura Real Estate Development only

## ■ Training Programs (Career-track Personnel in Administrative Jobs)

Position levels	Training Details	
	Critical thinking skills	Practical business skills
High-level personnel	Occurrence-based problem solving ②	PC skills training
Employee Level 1	Logical thinking and writing ①	PC skills training

## ■ Training Programs (Specialist Personnel/Particular Specialist Personnel)

Position levels	Training Details
Particular Specialist Personnel	Required: Target-based problem solving (introductory level) ③
Stage 3	Optional: Target-based problem solving (advanced level) ③ Optional: Target-based problem solving (introductory level) ③ Required: Problem-solving dialogue ④
Stage 2	Required: Occurrence-based problem solving ② Required: Logical presentation ① Optional: Logical thinking and writing ①
Stage 1	

## ■ Training Programs (Operations Personnel)

Position levels	Training Details		
	Thinking skills	Practical business skills	
Stage 3	Occurrence-based problem solving ②		PC skills training
Stage 2	Logical thinking and writing ①		PC skills training
Stage 1		Prevention of operational errors, development and improvement of workflows, productivity improvement	

## Incentive from a Long-Term Perspective

The Nomura Real Estate Group introduced ESOP Trust for Granting Stock for employees of Nomura Real Estate Holdings and Group companies from fiscal 2019. The aim is to foster a sense of belonging to, and involvement in the management of the Group among the Group employees so as to enhance their enthusiasm and morale to improve performance and increase share price over the long term. The Group encourages the purchase of treasury stock through this program.

 [News Release](#)



### Nomura Real Estate Group Awards Presented

The Group has presented the Nomura Real Estate Group Awards every year since 2016 to foster a corporate culture in which employees are willing to tackle the challenges of value creation through innovation, strengthen Group synergy, and raise individual and organizational motivation. Under this program, exceptional businesses, products and services of the year are recognized.

#### ■ Major recipients in FY2022

- Establishment of a new company with a local conglomerate in the Philippines
- Kameido Alley revitalization project
- Revival of a historic school building at a prestigious school in the UK



Grand Prize Winning Team

#### Evaluation Criteria

- Reform and innovation
- Improvement in customer satisfaction
- Group synergy
- Sustainability
- Continuity and perseverance

### Business Idea Proposal Program

Beginning in 2017, the Group launched the Business Idea Proposal Program (commonly called “NEXPLORER” within the Group), which allows all employees to propose new businesses, products, or services that go beyond the boundaries of their ordinary work at any time. We received over 60 entries in the past four years, with five projects that have already been either commercialized or realized. TOMORE and PRE KITCHEN, which are currently in service, are primary examples that have been realized through the program. In April 2022, the program was updated to NEXPLOER2.0 as a Group-wide learning place for both new business considerations and human resource development, and 117 employees have voluntarily participated in it. During the July 2022 term for new business ideas, there were as many as 26 entries, which are currently in the refinement process for the next step.

# TOMORE

トモア

A shared house and office business that offers a new real and virtual space where people work, live, and enjoy time with their friends in an age when more and more people are open to different ways of working.

Click here for details on [📄 TOMORE](#) (Japanese only)

# Safety Quality from Design to Management

## Approach and Policies

### Group Policy (Society)

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Under the Group Policy, the Nomura Real Estate Group recognizes that building and infrastructure deterioration and obsolescence, reduced urban functions, and increased natural disasters are important social issues. It contributes to the realization of the safety and security of customers and local communities through the provision of products and services based on appropriate quality management and sustainable urban development.

In addition, we will improve the quality of safety and security from design and construction to operation and management through co-creation with suppliers and the government and also ensure the safety of Group employees and suppliers at construction sites.

## Management

### Management (Society)

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## Targets and Results

### Target 1

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To improve the safety and security in design and construction, the Group endeavors to comply strictly with Design and Construction Standards and Quality Manuals and implement rigorous quality control.

### Target 2

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To improve the quality of safety and security in operation and management, the Group is working to improve management quality and enhance after-sales service.

## Target 3

The Group has set the following two targets to improve customer satisfaction and comfort.

### Target 3-1. Improve Communication to Improve Customer Satisfaction and Comfort

### Target 3-2. Enhance the Comfort of Customers

## Target 4

The Group works to ensure the safety of suppliers in accordance with the Procurement Guidelines and Construction Safety and Security Guidelines.

## Results

### Result 1. Design and Construction Standards and Quality Manuals

	FY2018	FY2019	FY2020	FY2021
Compliance with Design and Construction Standards and Quality Manuals in the Residential Development Business Unit (%)	100	100	100	100
Compliance with Design and Construction Standards and Quality Manuals in the Commercial Real Estate Business Unit (%)	100	100	100	100

※ Specific products include condominiums, detached housing, rental housing, office buildings, retail facilities, logistics facilities, and hotels.

### Result 2-1. Responses to Safety Issues

To ensure the safety of customers, if there is a violation of the Building Standards Act, Fire Service Act, other applicable laws and regulations, or the internal quality standards, necessary responses will be implemented rapidly. In fiscal 2021, there were no significant safety-related violations of relevant laws and regulations or internal standards.

## Result 2-2. Rate of conformance with Building Management Quality Assessment Guidelines and Sign-up rate for NEXT PASS10

	FY2018	FY2019	FY2020	FY2021
<b>Rate of conformance with Building Management Quality Assessment Guidelines at managed properties*1 (%)</b>	86	—※2	70	87
<b>Sign-up rate for NEXT PASS10 (%)</b>	80	77	75	67

※1 Conformance rate: We extract several properties and conduct a survey on the number of conforming items in the assessment items listed in the guidelines. In fiscal 2020, we significantly increased the number of assessment items and raised conformance to ensure that higher management quality can be maintained and improved based on the revisions of related laws.

※2 In fiscal 2019, the conformance rate survey was not conducted in order to help contain the spread of the COVID-19.

## Result 3-1. Improve Communication to Improve Customer Satisfaction and Comfort

In fiscal 2020, the following questionnaires were conducted.

### Residential Development Business Unit

- Livability Satisfaction Survey
- After-Contract Survey
- After-Delivery Survey
- Periodic After-Sales Services Survey
- Interior Fair Survey
- Furniture Fair Survey
- Leased Condominium Residents Survey

### Commercial Real Estate Business Unit

- Tenant Company Satisfaction Survey
- Fitness Satisfaction Survey

### Property & Facility Management Business Unit

- Condominium Board of Directors Survey
- All-household Questionnaire

### Property Brokerage Business Unit

- Contracting Party Satisfaction Survey

## Results of Customer Satisfaction Surveys Conducted Independently by Each Business Company

	FY2018	FY2019	FY2020	FY2021
<b>Livability Satisfaction Survey one year after residents take up occupancy of PROUD</b>	3.9 (25)	3.8 (36)	3.8 (31)	3.8 (38)
<b>Post-contract survey on housing</b>	—	4.0 (27)	4.1 (29)	4.0 (30)
<b>Post-delivery survey on housing</b>	—	3.8 (33)	3.8 (34)	3.8 (51)
<b>Periodic After-Sales Services Survey</b>	—	—	—	3.8 (51)
<b>Interior Fair Survey</b>	—	—	—	3.6 (44)
<b>Furniture Fair Survey</b>	—	—	—	3.5 (32)
<b>Questionnaires for residents in leased condominiums (PROUD FLAT)</b>	—	4.2 (41)	4.1 (58)	4.2 (39)
<b>Questionnaires for residents in office buildings (PMO)</b>	4.1 (24)	4.2 (46)	4.3 (28)	4.2 (5)

※ Figures in parentheses indicate survey response rates (%).

※ Above results are all disclosed based on a five-point scale.

※ As the Fitness Satisfaction Survey was not conducted using a form of customer questionnaire, a response rate is not indicated.

#### Reference: External Evaluation

	FY2018	FY2019	FY2020	FY2021
Nikkei Condominium Brand Questionnaires*	No. 1	No. 1	No. 1	No. 1
ORICON Customer Satisfaction Survey on new condominiums Tokyo metropolitan area after-sales follow-up	No. 1	No. 1	No. 1	No. 1
SumaiSurfin: Management Company Satisfaction Survey Ranking	No. 1	No. 1	No. 1	No. 1
ORICON Customer Satisfaction Survey on real estate brokerage (Sale: detached housing)	No. 1	No. 1	No. 1	No. 2
SANKEI LIVING SHIMBUN's Women Research: Fitness Club Satisfaction selected by women	—	No. 1	No. 3	No. 3

※ Indicates a first-place ranking given for most of the 10 question items in the questionnaire.

#### Result 3-2. Enhance the Comfort of Customers

	FY2018	FY2019	FY2020	FY2021
Number of Good Design Awards won (properties)	9	12	10	6

☞ For more details, see the ESG data (Society).

#### Result 4-1. Number of Supplier Safety Conferences Held

	FY2018	FY2019	FY2020	FY2021
Number of companies attending the Supplier Council Meeting on Health & Safety and the Supplier Conference on Safety	198	198	12*	12*

※ In fiscal 2020 and fiscal 2021, some of the meetings were cancelled or significantly downsized and held online to help contain the spread of the COVID-19 pandemic.



## Result 4-2. Violations by Suppliers

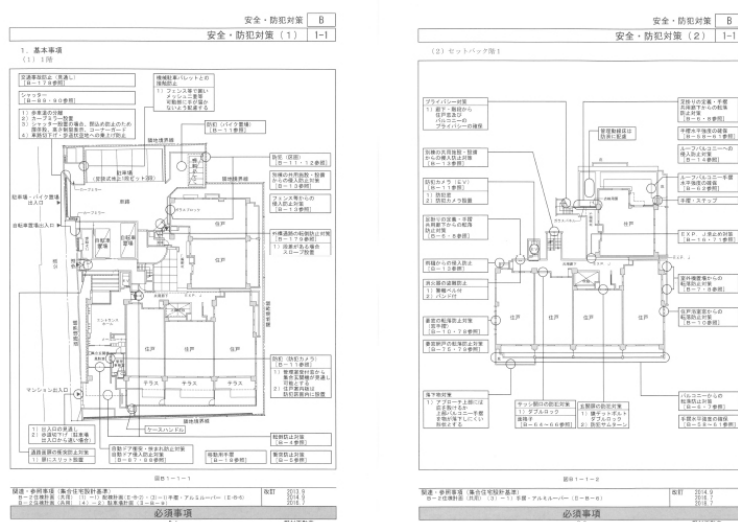
In fiscal 2021, with regard to ensuring supplier safety, which is monitored by the Sustainability Committee, there were no significant incidents of violations of laws and regulations.

📄 For more details, see the ESG data (Society).

## Initiatives

### Comply with Design and Construction Standards and Quality Manuals

To ensure the quality of safety and security in building design and construction, the Group has formulated Design and Construction Standards (structures, architecture, equipment, electrical) and Quality Manuals and has established designs and specifications for the series of products developed by the Residential Development Business Unit and the Commercial Real Estate Business Unit. The Standards and Manuals are distributed to suppliers, including design and construction companies and are strictly complied with. The Group also reviews the Standards and Manuals as needed to further improve safety and security.



PROUD Design and Construction Standards (excerpts)

### Requesting Customers and Partner Companies to Implement thorough Quality Control

The Group has distributed its Procurement Guidelines to more than 4,600 suppliers and partner companies to ensure thorough quality control.

In fiscal 2020, we conducted monitoring interviews with ten major suppliers.

In fiscal 2021, we identified our top 200 key suppliers and surveyed 89 of them on the guidelines. We provided feedback on the results to all companies that responded to the survey and engaged directly with ten companies.

We will continue to identify supplier risks and take remedial action to ensure consistent quality control throughout the design and construction process.

 [Nomura Real Estate Group Procurement Guidelines](#)

### Implementation of Quality Control

Nomura Real Estate Development quality control engineers confirm compliance with the Design and Construction Standards and Quality Manuals and the status and progress of construction in every major phase of construction.

In addition, all accidents and problems that occur at construction sites are reported to quality control personnel and the officer responsible for quality management and architectural design.

Information regarding the details and responses are shared at periodic meetings and on the Group intranet, and measures are taken to prevent reoccurrence.



Quality control inspection at a construction site

### Training on Design and Construction

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Both the Residential Development Business Unit and the Commercial Real Estate Business Unit are working hard to improve their skills and procedures to safeguard the quality of safety and security in design and construction.

Passing on skills to the next generation has become a vital issue for ensuring quality with the ongoing aging of the workforce in the construction industry, and Group construction sites are no exception. We are therefore also focusing on securing and training young workers.

## Training on Quality Control Technologies

The Group holds the PROUD Quality Conference in the Residential Development Business Unit and the Engineers' Conference in the Commercial Real Estate Business Unit once a year for sharing and improving quality control technologies. These conferences provide a forum for imparting knowledge and expertise to younger workers by sharing the status of environmental initiatives, fundamentals of quality control, feedback on defects, and advanced case studies.

### FY2021 Training on quality control technologies

	Training details	Frequency	Subject employees	Number of participants
<b>PROUD Quality Conference</b>	Fundamentals of quality control as a business operator (based on the PROUD values)	Once a year	Residential Development Business Unit and other units	237
<b>Engineers' Conference</b>	Environmental initiatives, feedback on defects, quality manuals	Once a year	Commercial Real Estate Business Unit and other units	Approx. 80

## Supporting the Development of First-Class Architects

The Group supports the acquisition of the first-class architect qualification, to ensure safety and security. As of April 1, 2022, Nomura Real Estate Development had 268 employees with first-class architect qualifications, comprising 3.6% of all employees.

## Compliance with Building Management Quality Assessment Guidelines

The Group formulated Building Management Quality Assessment Guidelines at managed properties. The guidelines contain more than 400 items that pertain to topics such as quality control, legal compliance, and internal audits. In fiscal 2020, the Group significantly increased the number of assessment items to approximately 750 and raised conformance to ensure that higher management quality can be maintained and improved based on the revisions of related laws. The conformance rate for fiscal 2021 was 87%.

## Enhancing Quality by Acquiring ISO Certifications

The Group is promoting the acquisition of international specifications for quality management. In addition, our internal audits are conducted by employees who have taken internal auditor training courses provided by external organizations.

### ISO 9001 Certification

Certified organizations	Scope
<b>Nomura Real Estate Development Co., Ltd.</b>	Activities of obtaining feedback and ensuring the reflection of such feedback in the PMO series of office buildings
<b>Nomura Real Estate Partners Co., Ltd.</b>	44 properties in the office building segment (planning and provision of comprehensive management services for buildings) 22 complexes in the condominium segment (provision of facility management, cleaning, security, and maintenance services for properties under patrol management, or treasury/accounting and management services for condominium management associations) 3 properties in the data center segment (facility management, cleaning, and integrated management services)

※ Note: For information regarding ISO 14001, see the [Environmental Management System](#).

## Initiatives for Ethical Advertising Practices

The Group has a rule that the Residential Sales Management Department must always review advertisements for each property to ensure the application of ethical advertising practices in accordance with laws and regulations. The Residential Sales Management Department has designated internal rules in accordance with rules on real estate advertising, such as the Fair Competition Codes Concerning Indication of Real Estate and the Fair Competition Code Concerning Restrictions on Premium Offers in the Real Estate Industry, and it conducts reviews in accordance with these rules. Internal rules include examples of actual cases that have occurred within the Group and clearly state measures to be taken in various cases. We strive to ensure that we do not betray the trust of our customers by raising expectations higher than necessary or withholding information that may be detrimental to the customer.

### Convening a quality improvement conference for persons in charge of after-sales service



We hold the National Customer Conference once each year to improve the quality of after-sales service in PROUD condominiums. The conference is attended by about 40 persons responsible for after-sales service from around the country to share information on issues that occurred during the fiscal year, responses to the issues, and roll out examples of the measures taken.



National Customer Conference Held

### Products and Services to Provide Safety and Security for New Tenants

To ensure that new tenants feel safe and secure with their purchases, we put significant effort into enhancing our post-sales products and services. Our products incorporate the results of customer satisfaction surveys and feedback from residents obtained through the board of directors of condominium management associations. This is made possible by our system whereby development, sales, and management are integrated, which was born from our corporate culture that encourages collaboration among organizations. In principle, under this system no management services are outsourced, so we are able to gain more opportunities to interact directly with customers, which ultimately enables us to provide products and services that meet their needs.

Services	Overview
After-sales services	In addition to providing customary after-sales services to repair any defects, we support residents in addressing problems after taking up occupancy, such as after-sales support provided by a condominium life adviser (for one month after taking up occupancy)
Installation of Living Q Call	<p>A service providing residents convenient and reliable support to respond to their problems, such as “I have a problem with the condo. What should I do?” Provision of an emergency help service and a daily living support service</p> <div><p>LIVING Q CALL</p></div> <p> LIVING Q CALL</p>

<p><b>NEXT PASS 10</b></p>	<p>A program that provides a 10-year repair warranty for defects and malfunctions in condominiums, as well as the NEXT PASS 15, which extends the warranty by an additional five years</p> <p><b>NEXT PASS10</b></p> <p><b>NEXT PASS15</b></p>
<p><b>Repair and warranty services for transactions of existing residences</b></p>	<p>Provision of repair and warranty services to encourage liquidity of existing residences and provide safety and security to customers after a purchase, such as providing repair and replacement warranty for defects in main equipment within one year after purchase of a property</p>

## Training in operation and management

The Property & Facility Management Business Unit is working hard to improve the skills and procedures to safeguard the quality of safety and security in operation and management. Nomura Real Estate Partners Co., Ltd., which is in charge of this unit, conducts training for engineers through general meetings, including responses to revisions in laws and regulations, about once a year, and participants share what they have learned with their own units to prevent any violations. In fiscal 2021, 434 people (Teams-based training) participated in the training. In addition, each division within Nomura Real Estate Partners Co., Ltd. conducts its own training programs for young employees and also encourages its employees to acquire related qualifications.

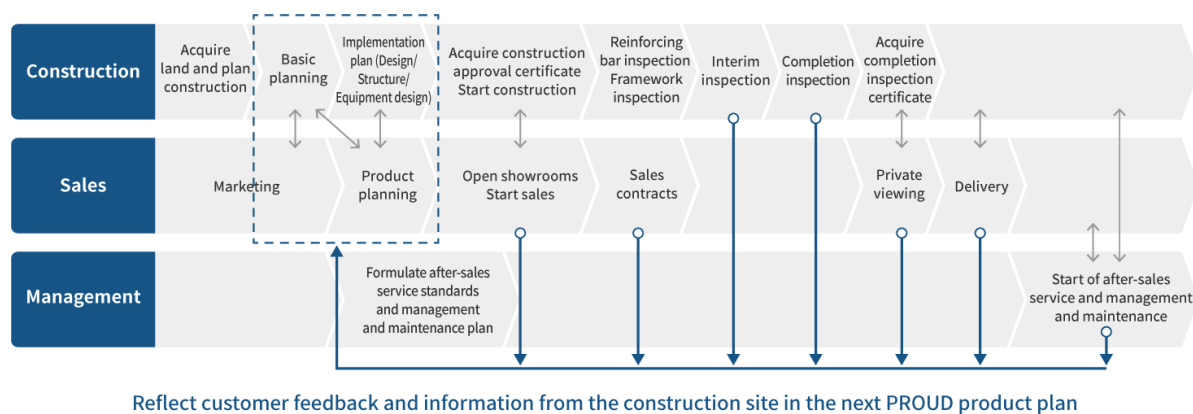
### Nomura Real Estate Partners Co., Ltd.: Number of Employees who Acquired Main Qualifications (as of March 31, 2022)

Qualification name	Number of persons
Registered architect (first class, second class)	170
Chief electrical engineer (first class, second class, third class)	297
Building operation and management engineer (first class, second class)	213
Electrical work operation and management engineer (first class, second class)	156

Plumbing work operation and management engineer (first class, second class)	194
Civil engineering work operation and management engineer (first class, second class)	30
Landscape gardening work operation and management engineer (first class, second class)	21
Condominium manager	112
Building manager	594
Real estate broker	332
Building sanitation engineer	558
Condominium maintenance and repair engineer	282
Condominium renovation manager	17

### Integrated Development, Sales, and Management System

In an effort to provide high-quality products and services and raise customer satisfaction, the Group has integrated development, sales, and management and provides integrated services including land acquisition, architectural design, marketing and sales, and post-occupancy management and after-sales services. The opinions of customers are reflected in business improvements and product planning.



## Communication for Improving Customer Satisfaction

The Group communicates with customers through questionnaires and interviews. The results of questionnaires are used in business improvements and the next generation of products and services.

## Disclosure of Information on Safety and Security

With the aim of gaining the understanding of customers regarding building safety and security, the Group has created a website for customers that have signed purchase agreements and posts progress reports on new construction and explanations of the details of major aspects of the construction.



Site for Contract Holders

## Implementation of a Livability Satisfaction Survey and Other Surveys

Every year, the Group conducts the Post-contract Surveys and Post-delivery Surveys in the residential development business as well as a Livability Satisfaction Survey of PROUD condominium residents one year after moving in.

## Results of Livability Satisfaction Survey Reflected in Products and Services

The Group investigated improvement measures based on the opinions and requests expressed in the Livability Satisfaction Survey, and some opinions and requests relating to design were reflected in Design and Construction Standards and Quality Manuals. In fiscal 2021, we received opinions and requests regarding exclusive areas and common areas such as storage and common facilities overall, and we are considering improvement measures based on the opinions and requests.

## Carrying out Tenant Company Satisfaction Surveys

Every year, the Group conducts a Tenant Company Satisfaction Survey relating to the Group's services among tenants of retail facilities owned by the Group. The survey includes questions related to safety management (performance of security and security guards) and the working environment (air conditioning, smoking areas, and restrooms). We use the results of the survey to consider and implement improvement measures.



## Measures Towards Good Design Award

The Group strives to provide socially and environmentally sustainable products and services. As part of this, it undertakes measures encouraged by the Good Design Award\*, which leads to improved customer comfort. The Good Design Awards are evaluated from the perspective of whether a design can enrich lives and society.

In fiscal 2021, Nomura Real Estate Development won 6 Good Design Awards, marking the 20th consecutive year in which the Group won Good Design Awards.

※ The Good Design Award: Japan's unique comprehensive design evaluation and commendation system, operated by the Japan Institute of Design Promotion. The purpose of the Award is to find and share exemplary design in many spheres with the potential to drive industrial growth and enrich lives.

Award-Winning Projects	
■ Nomura Real Estate Development	
< Housing >	
• PROUD KANDA SURUGADAI Note: Good Design BEST 100 Award	
• PROUD City Kichijoji	
• PROUD Suginami Honancho	
• PROUD FLAT Nakano	
< Office Building >	
• H <sup>1</sup> O Nihonbashi Kobunacho	
< Retail Commercial Facility >	
• Hi-NODE TOKYO HiNODE PiER	

 [News Release\(Japanese only\)](#)

## Design Review Contest

Every year, the Group invites outside architects in residential development to conduct a design review. The architects look over the detached residences completed the previous fiscal year and also conduct a 360-degree review of the design, management, community, and other factors of several representative properties toward improving customer satisfaction. In fiscal 2021, we shared and reviewed construction plans for PROUD City Hiyoshi as well as initiatives on community development and disaster prevention to effectively incorporate the information into future planning.



PROUD City Hiyoshi Residence II

### **Evaluation Points**

- Plan and design
- Responses to social and environmental issues
- Community development
- Contribution to the local community

## **Ensuring Safety of Construction Sites**

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The Group established the Construction Safety and Security Guidelines to prevent accidents and disasters at demolition and new construction sites in the residential development and commercial real estate businesses.

Moreover, the Group obtains a construction plan and a Safety and Security Check Sheet based on the guidelines from construction contractors as its suppliers and confirms that the safety and security of project workers has been adequately safeguarded. The Group is also working to ensure the safety not just of suppliers but also of neighboring residents and local community members by holding construction briefings for construction companies prior to construction, raising awareness of health and safety issues, and performing inspections in major building construction processes.

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

- Prompt reporting duties
- Pre-construction confirmation
- Temporary work plan checks
- Accident prevention measures for demolition work
- Accident prevention measures for heavy machinery work
- Precautions by type of construction work (building frames, finishing work and installation work)
- Safety and Security Check Sheet

## Supplier Council Meetings on Health & Safety Held

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With the aim of implementing comprehensive safety management systems and raising awareness regarding health and safety, the Group regularly holds Supplier Council Meetings on Health & Safety with business partner companies.

### **Nomura Real Estate Partners holds the Supplier Council Meetings on Health & Safety**

Nomura Real Estate Partners annually holds the East Japan Supplier Council Meetings on Health & Safety and the West Japan Supplier Council Meetings on Health & Safety. In fiscal 2021, Council Meetings were held online by the executive companies due to the COVID-19 pandemic, with seven and five companies in attendance, respectively, to report on the results of joint safety patrols and share safety and quality initiatives (note: 183 companies attended these meetings in fiscal 2019).

### **Nomura Real Estate Heating and Cooling Supply Hosts Supplier Conferences on Safety**

Nomura Real Estate Heating and Cooling Supply Co., Ltd. holds an annual Supplier Conference on Safety where outstanding business partners are presented awards and the Health and Safety Management Plan for the current year is explained. In fiscal 2021 and fiscal 2022, the conference was not held, as a countermeasure against COVID-19 (note: 15 companies attended the conference in fiscal 2019).

# Safety and Security in Disasters

## Approach and Policies

### Group Policy (Society)

Under the Group Policy, we collaborate with fire departments, governmental bodies, disaster preparedness experts, and others to fulfill the Group's responsibility to ensure safety and security during abnormal weather and natural disasters by strengthening our resilience in the face of these events. We take preventive actions to minimize impact in the event of a disaster and enable the activities of businesses and daily life to continue.

## Management

### Management (Society)

## Targets and Results

### Targets

The Group seeks to expand and enhance its safety preparedness measures to ensure the safety and security of stakeholders during disasters.

### Results

#### Expansion and Enhancement of Disaster Preparedness




	FY2018	FY2019	FY2020	FY2021
Disaster preparedness drill implementation rates at managed properties (office building segment) (%)	94	93	94	97

Number of facilities, etc. that can take in persons who are unable to return home during a disaster (properties)	7	8	10	10
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## Initiatives

### Design and Construction in Preparation for Disasters

The Group has developed the Quality Manual for design and construction companies and incorporates it into construction plans while taking into consideration the risks of earthquake, fire, flood, and other disasters. In addition, we ensure the safety of our buildings by conducting a ground survey of the land prior to construction and preparing a specific construction plan for the location.

 <b>Earthquake</b>	<p>Ground survey is conducted during construction planning, and verification results are incorporated into the structural design. Appropriate countermeasures are taken for liquefaction, seismic isolation, and vibration.</p>
 <b>Fire</b>	<p>In accordance with the Fire Service Act, indoor fire extinguishing systems are installed in common areas, and fire extinguishers and automatic fire alarm systems are installed in exclusive areas.</p> <p>※ Type of equipment installed and installation location vary by condominium.</p>
 <b>Flood</b>	<p>After reviewing the records of past flooding and the risk of damage on local hazard maps, appropriate countermeasures are implemented, such as setting the lowest floor level of the building and placing seawalls and sandbags. Hazard maps are attached to the statements of material matters provided to purchasers of residences.</p> <p>※ Countermeasures vary by condominium and are not implemented in areas that are not prone to flooding.</p>

## “Three Preparations” to Realize Homes Prepared for Disasters

Disaster prevention measures (earthquakes, fires, wind and flood damage, etc.) start from the time of planning the construction of the condominium, and we are working on it with a view to life after moving in. Proprietary collective housing design standards and collective housing manuals are distributed to design companies and construction companies and reflected in plans. A disaster prevention warehouse is installed in the common area, and disaster prevention equipment is delivered at the time of delivery to assist in the event of an emergency. In addition, we are taking various measures such as creating a community that can help each other in times of emergency and supporting disaster drills.

### ☐ Disaster Preparedness in Housing



Conceptual diagram

## Disaster Response Headquarters Establishment Drills

Nomura Real Estate Group established a business continuity plan (BCP) in anticipation of a major earthquake in the Tokyo Metropolitan region and conducts disaster response headquarters establishment drills with the president of Nomura Real Estate Holdings serving as head of the headquarters once a year.

### ☐ Business Continuity Plan (BCP)

## Implementation of Emergency Communication Drills and Disaster Response Headquarters Establishment Drills

To ensure the safety and security of customers (residents, tenant businesses, and facility users) during a disaster and to prepare for the rapid resumption of business by tenant businesses, Nomura Real Estate Partners annually conducts both emergency communication drills and disaster response headquarters establishment drills.



Disaster response headquarters establishment drills

### **Overview of Disaster Response Headquarters Establishment Drills**

- Confirmation of the disaster response headquarters establishment process and details of measures
- Confirmation of details of the disaster response headquarters activities according to the recovery situation.
- Assessment and tabulation of damage and managed properties
- Practice conveying information from management sites to the disaster response headquarters

## Supporting Disaster Preparedness at Managed Properties

As a part of its efforts to ensure safety and security during disasters, the Group provides disaster preparedness support to residents, management associations, tenant businesses, and facility users at managed properties (residences, office buildings, commercial facilities, logistics facilities, etc.).



Rendered drawing of displayed emergency supplies at a location that is readily visible to residents (perspective drawing)

### Main Support

- Implementation of disaster preparedness drills
- Support organizing disaster supplies and forming and operating disaster preparedness organizations
- Development of disaster preparedness and response manuals
- Support preparing firefighting and disaster preparedness plans
- Distribution of disaster preparedness guidebooks

### At-Home Sheltering with the Display and Stockpiling of Emergency Supplies

Partly due to the impact of the COVID-19 pandemic, local governments\* are increasingly encouraging people in the event of a disaster to take shelter at their homes when it is safe to remain there.

Recognizing that some of our condominium residents are not aware of the location and content of emergency supplies available in their buildings, we will be launching an Easy-to-See initiative to make disaster preparedness more accessible to residents.

※ Reference: Disaster Preparedness Tokyo compiled by the  Tokyo Metropolitan Government

 [Disaster preparedness through the display and stockpiling of emergency supplies](#)



## Established Emergency Shelter for Tenant Companies

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The Group established N-FORT (located in Chuo-ku, Tokyo) as a hub for disaster preparedness and business continuity planning for PMO (Premium Midsize Office) office buildings. N-FORT is equipped with an emergency power generator that can operate for 72 hours and a stockpile of food and drinking water, portable toilets, as well as emergency food for 2,000 persons, and it provides manned responses. The facility reinforces BCP throughout the PMO series of office buildings.



Emergency supplies stored at N-FORT

### ☐ Disaster preparedness measures for PMO office buildings

## Redevelopment of Densely-built Areas of Wooden Houses

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Nomura Real Estate Development is carrying out redevelopment taking into consideration the promotion of fireproofing of entire areas by combining and making intensive use of housing lots in districts where wooden houses are densely packed together.

In 2019, in the redevelopment of Ikebukuro subcenter in Toshima-ku, which was designated as a Special Urban Renaissance Urgent Development Area, we improved disaster prevention capability, maintained and constructed roads, newly developed a district square that is open to the community, and built facilities providing support to families raising children, through resolution of dense areas of wooden houses.

## Securing Electricity during Power Outages Caused by Disasters

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Large-scale power outages caused by disasters can be life-threatening if recovery takes a long time. Our PROUD condominiums are equipped with the PROUD Power Generation and Storage Smart Relay System, which provides electricity, generated by solar power facilities during outages, through storage battery systems.

# Care for and Activation of Communities

## Approach and Policies

### Group Policy (Society)

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The Nomura Real Estate Group recognizes that community dysfunction and reduced vitality, and the related weakening of communities due to factors such as the declining birth rate and aging population and the increase in the number of vacant dwellings are important social issues. The Group fosters connections with customers and local communities and supports the nurturing of communities by means of building design initiatives and operational services. Through these measures, it is promoting smooth mutual assistance in emergencies and community revitalization and contributing to the realization of a cooperative society. Particularly in regard to disaster prevention, we periodically conduct disaster drills with tenants and the local community. In terms of community development, we also participate in voluntary cleanup campaigns and local events, and we promote the BE UNITED initiative to build communities with local ties.

When conducting real estate and urban development, we take into consideration the impact on the living and business environments of people in the local communities and endeavor to create ongoing and trusting relationships with our stakeholders.

## Management

### Management (Society)

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## Targets and Results

### Targets

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The Group has set the following two targets regarding consideration of and support for the revitalization of communities.

**Target 1: Expand and Improve Plans and Designs that Revitalize Communities**

**Target 2: Operation and Management that Supports Community Revitalization**

**Result 1: Expand and Improve Plans and Designs that Revitalize Communities**

	FY2018	FY2019	FY2020	FY2021
Newly constructed residential properties with facilities that contribute to local communities (properties)	3	6	5	6

**Result 2: Operation and Management that Supports Community Revitalization**

	FY2018	FY2019	FY2020	FY2021
Number of community Be ACTO opened (cumulative total)	-	2	2	2
Number of preoccupancy housewarming events held at residential properties (events)	56	27	_(※)	_(※)
Number of companies that participated in tenant networking events at mid-sized office brand PMO	101	27	_(※)	_(※)

※ No events were held in fiscal 2020 or fiscal 2021 to help contain the spread of COVID-19.

For more information about Be ACTO, please click [here](#). (Japanese only)

## Initiatives

**Plans and Designs that Revitalize Communities**

The Group promotes plans and designs that support development and revitalization so that customers including residents and tenant companies can develop communities over the long term after they take up occupancy.

## 100 Design Techniques for Condominium Communities

The Group formulated the 100 Design Techniques for Condominium Communities (the “100 Design Techniques”) through an industry-academia joint research project with the graduate school of Japan Women’s University and reflects them in condominium product planning. The 100 Design Techniques organize plans and designs for revitalizing communities based on the results of surveys on the status of use of common areas in condominiums developed by the Group and surveys of livability satisfaction. The objective is to create comfortable communities where residents respect individual lifestyles of others and can support one another during emergencies such as in the event of a disaster.

[100 Design Techniques](#)

[Disaster Preparedness in Housing](#)



### Tenant-Only Community Floor NEON

At the Shinjuku Nomura Building (where our headquarters and several Group companies locate, in Shinjuku-ku, Tokyo) and the Hamamatsucho Building (located in Minato-ku, Tokyo), the Group created community floors for the exclusive use by officers and employees of tenant companies and the Group. The aim is to increase options for places for internal and external interactions and working, and the spaces are used for dining, coworking, and holding events.



Community floor NEON

### H<sup>1</sup>O, a Small Office with Support Services

Common areas of buildings of the new H<sup>1</sup>O series, which are being developed by the Group, provide spaces that are designed to enable people to switch on and off from work. H<sup>1</sup>O will not only provide places with aroma air conditioning and shower rooms (for some properties) where a person can take a rest and relax but also provide healthy foods and organize various training and events in order to promote community formation among tenant workers.



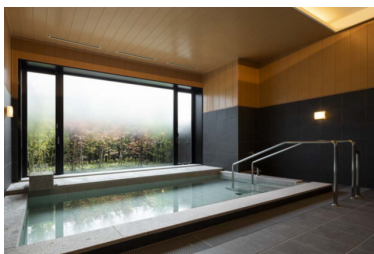
H<sup>1</sup>O Nihonbashi Muromachi

## Flow Planning for Common Areas Where a Community Is Naturally Formed

At OUKAS (Funabashi, Kaihin Makuhari, Kichijoji, etc.), health promoting senior rental housing, the Group provides common areas (main guest dining, karaoke & theater, fitness studio, community cafe, large communal bath, etc.) on the 1st floor and develops flow planning so that residents can gather and naturally interact each other.



Dining room



Large communal bath



Karaoke room

## Operation and Management that Supports Community Revitalization

The Group also holds social events for residents and tenant companies, issues newsletters and engages in other initiatives to help customer communities function in a healthy manner over the long term after taking up occupancy. In fiscal 2019, we held 27 preoccupancy housewarming events at residences. We also held tenant networking events at three PMO office buildings and 27 tenant companies participated. (In fiscal 2020 and fiscal 2021, these events were not held due to the COVID-19 pandemic).



A networking event for PMO tenant companies

### Condominium Community Guide Released

The Group distributes the Condominium Community Guide to management associations. The Guide is a pamphlet that includes know-how regarding community activities from planning to execution.

### Holding Events for Condominium Residents

The Group holds events for residents in condominiums managed by the Group, where residents (families, etc.) can deepen interactions while enjoying food and farming through harvesting experiences in spacious fields surrounded by rich nature. In fiscal 2019, a total of 406 persons participated for two days. (In fiscal 2020 and fiscal 2021, these events were not held due to the COVID-19 pandemic.)



Event for Condominium Residents: Partners Farm Autumn Vegetable Harvesting Experience

## Activation of Communities Based on the BE UNITED Initiative

The Group strives to deliver value by recognizing that engagement does not end when the building is completed, so that customers can form trusting relationships with the residents over the long term after taking up occupancy. We collaborate with NPOs, governmental bodies, and local communities from the development stage to stimulate conversations within communities through projects and activities over long periods and strive to develop communities by reaffirming their value and creating positive cycles of interaction.



### Farming experience at the Setagaya Farm

Passing on the richness of urban farmland to the next generation.



### GEMS HIROO CROSS (EAT PLAY WORKS)

Connecting the community with eateries by establishing an ecosystem of culinary culture, instead of simply a commercial building.



### NOHGA HOTEL

Reconfirming the profound appeals of the community through the world.



### OUKAS

Sharing the experience of senior citizens with the community, which gives back by providing elders with a purpose in life.



### Food Truck Project (2020–2022)

Mobility solution that connects tenant supply issues with condominium residents' food needs.



## Creating Circular Communities through Be ACTO Area Management

Be ACTO is a system in which the Group participates in area management. We believe the purpose of area management is to continuously recognize and generate local value together with the people who live there. By continuing to help establish a sense of inter-dependence among area residents, we hope to create seedbeds for fostering multigenerational and circulatory communities that are unique to each area. Since the first project at Be ACTO Hiyoshi, we have launched the initiative at various areas including Be ACTO Minamiyama and Be ACTO Kameido.

 Be ACTO (Japanese only)



BE ACTO package

## Communication with the Community and Customers

The Group, as a business entity that develops businesses involved in the community, places emphasis on implementing engagement with stakeholders. The Group promotes exchanges between the Group and customers as well as between the Group and community residents. It also facilitates communication between customers and communication between customers and municipalities and government when community events such as summer festivals and Christmas events are held at office buildings and commercial facilities. In addition, we set up suggestion boxes at commercial facilities and inquiry counters for customers to make inquiries when they have problems, in order to facilitate easy communication.

### Ties Between OUKAS Funabashi and Local Communities

The Group periodically makes available the fitness studio and community café at OUKAS Funabashi, health promoting senior rental housing, to local residents as a hub for health support and multi-generation social interaction.



Community café (OUKAS Funabashi)

### Ties of Fitness Clubs with Local Communities and Schools

We believe that sports have an immense impact on developing the abilities of growing children, especially if there is a focus on non-cognitive skills, such as self-esteem, perseverance and cooperation. To help children develop non-cognitive skills, our Megalos fitness club created the Kodomo Mirai Project (project for children's futures), which connects Megalos with local communities, actively provides a place to develop children's non-cognitive skills, and contributes to creating stronger communities. To successfully implement a project designed for children, Megalos must maintain and strengthen its ties with the local community, kindergartens, nursery schools and schools, which play an important role in children's growth. For that reason, Megalos is making various efforts, such as holding swimming and physical education classes at its location, conducting lessons at schools, and renting out swimming

pools. In recognition of these efforts, the club received the Good Design Award in 2020.

[Kodomo Mirai Project](#)

[Contributions to Local Communities and Society](#)

### Communication through Educational Programs

The Group develops educational programs to build new relationships between towns and children. Watching over the community is a program for nurturing children's interest in their town and for thinking together about what is important for the town after dispatching lecturers to elementary schools.

Machi-Oni is a program developed in collaboration with the Graduate School of Keio University to create a local tag game that all participants can enjoy. In addition to sports-related lessons such as swimming, MIRAIKU, and physical education, our MEGALOS sports club also operates the Kids After School program to offer these programs.



Watching over the community

[Watching over the community](#)

[Movie](#)



Machi-Oni

[Machi-Oni Movie](#)



Kids After School activities

[Kids After School activities](#)

[Movie](#)

## Establishing Relationships of Trust with Local Communities

When conducting real estate and urban development, we focus on building consensus and relationships of trust with local governments, landowners and residents in the areas where we operate.

### Neighborhood Briefings

The Group states in its human rights policy that it aims to coexist in harmony with local communities in the countries and regions in which it operates. In each of these locations, the Group shall foster and support sustainable communities that continue to attract a diverse group of people. The Group shall also respect human rights related to the lives and health of local residents affected by its business activities by ensuring the safety of its buildings and taking into consideration the impact of construction work on the surrounding environment, including noise, vibration, and dust. We understand that construction often causes concerns for local residents, particularly about the possible deterioration of water quality and landslides, noise, vibration and debris as well as accidents caused by falling objects. To clearly and sincerely respond to these concerns, we hold neighboring briefings at development sites and place top priority on the safety and security of nearby residents during construction.



### Giving Consideration to Ease of Access to Public Transportation Services

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When acquiring land and properties, the Group gives consideration to the accessibility to public transportation services in all cases so that customers can live in and/or use them with ease.

### Employment and Procurement from Communities

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The Group is promoting employment and procurement from local communities in which it conducts business to contribute to their continuous development and establish an ongoing trusting relationship with them. In particular, we actively utilize local specialty products in our hotel business and employ local staff for our overseas business.

# Contributions to Local Communities and Society

## Approach and Policies

### Group Policy (Society)

Under the Group Policy, we conduct local and social contribution activities based on recognition of our responsibility as a corporate citizen to address society's needs by engaging in dialogue with local communities and contributing to their development through co-creation. We believe that these activities will contribute to "Building the future together," which is our vision of 2050, and to "Be a 'Life & Time Developer', as never seen before," our vision for 2030, as set forth in our Mid- to Long-term Business Plan.

## Results

### Expenditures for Contributions to Local Communities and Society

	FY2018	FY2019	FY2020	FY2021
<b>Cash donations<sup>*1</sup> (10 thousand yen)</b>	1,100	1,100	1,100	1,100
<b>Management costs<sup>*2</sup> (10 thousand yen)</b>	6,849	6,458	2,058	29,688
<b>Total amount (10 thousand yen)</b>	7,949	7,558	3,158	30,788

※1 Cash donations represent support paid to the Japanese Para-Sports Association (JPSA).

※2 Management costs are the approximate expenses for events held for local communities mainly at Group-owned facilities.

## Contribution to the Local Community

### Taking in Stranded Persons in the Event of a Disaster

In addition to improving the disaster preparedness of condominiums and facilities, we are working to strengthen our emergency connections with local governments and communities. For example, we are making buildings and units owned by the Group available, and its funds and facilities operated by the

Group can be used for and as emergency community shelters.

#### **Major examples of disaster prevention initiatives for local communities**

- Emergency shelters: Establishing temporary shelters for those stranded by a disaster, including the provision of temporary rest areas, water, toilets, and information
- Emergency supply storage: Stockpiling emergency supplies in condominiums
- Emergency access to well water: Made available when the water supply is interrupted due to a disaster
- Manhole toilets: Made available when the water and sewage supply is interrupted due to a disaster
- Bench-type cooking stove: Made available when the gas supply is interrupted due to a disaster

#### **Civic-Minded Hotel Business**

The Group's NOHGA HOTEL brand is built on the concept of offering a wonderful experience to guests, which comes from the hotel's deep ties to the local community. NOHGA HOTELS have therefore undertaken various projects to support and foster ties with the communities in which they operate, such as cooperatively creating products with local designers, craftsmen and businesses and organizing events and workshops.



Edokiriko glassware made by a local business



Shoehorn produced in collaboration with local businesses

#### **Supporting the UN Refugee Support Campaign**

The Group supports the activities of the UNHCR, the United Nations Refugee Agency, by providing its facilities to the United Nations Refugee Support Campaign free of charge. The campaign collects donations to purchase vaccines and tents for refugees. Although we suspended our activities in fiscal 2020 and fiscal 2021 due to the COVID-19 pandemic, we resumed them in fiscal 2022.

# Supporting Youth Development

## Participation in Career University

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Nomura Real Estate Development participates in the Career University\* Summer Class conducted by NPO Career Cruise with the aim of supporting young people in building their careers. The class, which is for university freshmen and sophomores, includes programs such as real estate development games and property tours. In fiscal 2021, the program was held at our head office in the Shinjuku Nomura Building with approximately 30 students participating.

※ An initiative conducted by NPO Career Cruise aimed at helping university students build their careers. Other supporting organizations including companies and government agencies provide educational seminars covering various specialized fields.

## Internship Program

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Nomura Real Estate Development offers an internship program targeting university undergraduate and graduate students every year.

### **On-site Internship Program**

The program provides opportunities to experience real estate operations such as product planning and accompanying personnel during marketing activities. In fiscal 2021, the program was provided for five days in the Company's Head Office in Tokyo and approximately 110 students participated.

### **Simulated Experience of Developer Operations**

Through this program, intern students can learn about developer operations and what the Group attaches importance to urban development. In fiscal 2021, the program was provided online for two days, and approximately 280 students participated.

## Career Support Programs through Collaboration with Universities

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The Group collaborates with universities to offer programs that support career development of young people.

## Rikkyo University

The Group's employees conduct the class, which is for university freshmen and sophomores and offers opportunities to think about what it takes to work in society and create a vision for the future by experiencing developer operations through real estate development games, property tours, and other programs.

## Future Skills Program\* at Meiji University

Group employees teach freshmen practical skills for the real estate business. In fiscal 2021, students discussed the area management system that is sustainable for 20 years into the future by using the Proud City Hiyoshi project, under development by Nomura Real Estate Development, as a case study.

※ A practical, project-based learning-type program intended for university freshmen. Participants work on solving simulation problems based on actual business scenarios.

## Swimming Lessons for Toddlers and Children in Local Communities

The Kodomo Mirai Project ("project for children's future") run by Nomura Real Estate Life & Sports is intended to engage entire communities in child development through sports and popularize sports among children. As part of the project, the Company holds events for helping nursery school and kindergarten children to become accustomed to being in the water. For local elementary school children, fully clothed swimming lessons are offered to prevent injury and drowning. In addition, the Company works with neighborhood elementary schools to organize special swimming lessons designed for children who cannot swim, with the goal of resolving the disparity in swimming skills between children who take swimming lessons out of school and those who do not. We will continue to contribute to local communities and urban development by providing safety and security through sports and exercise as part of the city's infrastructure for well-being.



Getting nursery school and kindergarten children accustomed to being in the water

## Cooperation with “Kodomo Hyakutoban no Ie” (Children’s Emergency Shelter) Activities

Nomura Real Estate Solutions started to participate in “Kodomo Hyakutoban no Ie” (children’s emergency shelter) activities at 15 “Nomura’s Broker + (Plus)” stores in Tokyo to contribute to keep children safe and be well-received by local communities. These stores serve as emergency shelters for children when they feel physical danger, such as when they are approached by suspicious persons, and contact their parents or the police if necessary.



“Kodomo Hyakutoban no Ie” sticker displayed on the store entrance door

## Supporting Sports

### Official Partner of the Japanese Para Sports Association (JPSA)

As a company that identifies with the philosophy of the Japanese Para Sports Association (JPSA) of fostering inclusion to make society a place where everyone can benefit from the value of sports, Nomura Real Estate Holdings has entered into an official partner agreement with the JPSA.

📄 [See here to learn more about the activities of JPSA](#)



## Supporting Sports for the Disabled

Nomura Real Estate Life & Sports collaborates with governmental bodies to provide swimming lessons for the disabled and program for developing instructors for the intellectually disabled. Employees include one deaf soccer (soccer for persons with hearing difficulties) national team member. Special leave and special financial incentives are granted during applicable sports events.

Nomura Real Estate Partners promotes understanding of parasports and supports them through various activities, including the employment of Yuki Nishi, a wheelchair track and field athlete (T54 class), and Ryo Nagano, a Para swimmer (S21 class).



Yuya Okada, a deaf soccer player



Yuki Nishi, a wheelchair track and field athlete



Ryo Nagano, a Para swimmer

## Certified as Tokyo Sports Promotion Companies

Nomura Real Estate Partners and Nomura Real Estate Life & Sports were again certified by the Tokyo Metropolitan Government as 2021 Tokyo Sports Promotion Companies\* as in the previous year. Both companies have been certified for six consecutive years since fiscal 2016.

※ This certification is granted by the metropolitan government of Tokyo to companies that encourage employees to directly participate in sports as well as to those that provide support for athletes and others involved in sports.

