

Work-Life Balance

Policy and Concept

As concern grows over long work-hours and mental health, finding work-life balance and increasing productivity have both become critical issues in the sustainable growth of employees and their companies.

The Tokyo Tatemono Group has implementing initiatives to sustain and improve the health of our employees and executives in line with the Group Health Management Declaration. We strive to limit overtime hours and prevent overwork in accordance with the 36 Agreements and other labor accords.

We also support better work-life balance through extracurricular recreational activities, such as club activities.

System

Tokyo Tatemono established the Health Committee, which consists of representatives from the Personnel Division and each office/location, as well as industrial physicians. The Health Committee generally convenes once a month for the purpose of improving standards of occupational health in the workplace and encouraging employees to maintain and improve their health.

Moreover, we work to maintain and improve health throughout the Tokyo Tatemono Group via exchanges between group companies.

Tokyo Tatemono Group Health Management Declaration

The corporate philosophy of Tokyo Tatemono is "Trust beyond the era," which incorporates our will to strive for the growth of the company and the creation of a prosperous society, taking pride in the trust placed in us that extends over a century.

To embody this corporate philosophy, we believe the health of our executives and employees, as well as their families, is vital.

We see the mental and physical health of our executives and employees as the source of sustainable corporate growth and actively promote activities for every person to maintain and improve their health.

I will strengthen our environment to achieve this as the chief executive officer responsible for health management, and I vow that we will endeavor toward health management as a unified Group.

Hitoshi Nomura
President and Chief Executive Officer
Tokyo Tatemono Co., Ltd.

► Work-Life Balance Indicators and Results

Category	Unit	2015	2016	2017	2018	2019
Turnover Rate* ¹	%	2.2	1.4	1.4	2.6*	2.1*
Percent of Employees Taking Health Checkups *	%	100	100	100*	100*	100*
Avg. Number of Paid Leave Days Taken * ² 2020 Target: 30% Increase vs. 2015 (11.4 Days)	Days	8.8	8.7	8.8*	9.9*	10.6*
Workplace Incidents * ³	Incidents	2	1	0*	1*	0*
Total Days Lost Due to Absence *	Days	138	47	81*	137*	122*
Employee Unionization Rate	%	100	100	100	100	100
Percent of Paid Leave Taken	%	—	—	—	—	57.7*

● Data Collection Period: From April to March of each fiscal year (excluding turnover rate, which is from January to December).

● Scope of Collection: Tokyo Tatemono Co., Ltd

* Indicates data that has received third-party certification by Lloyd's Register Quality Assurance Limited (LRQA) to ensure its integrity.

*¹ Resignations due to personal reasons

*² Other leave systems such as summer leave and national holidays are also provided (days under these systems are not included in the above figures)

*³ Workplace Incidents: Accidents that occur during work that result in one or more days of absence

Health Management Initiatives

Tokyo Tatemono is engaged in various initiatives based on the Group Health Management Declaration.

Third-Party Evaluation of Health Management

In 2014, the Development Bank of Japan, Inc. DBJ Employees Health Management Rating awarded Tokyo Tatemono the highest possible accolade for our earnest efforts toward health. The recognition cited our outstanding initiatives toward the health considerations of our employees.

Further, Tokyo Tatemono and two other group companies were recognized under the Certified Health & Productivity Management Outstanding Organizations Recognition Program, a program in which the Ministry of Economy, Trade and Industry certifies companies practicing excellent health management.

Tokyo Tatemono and nine other Group companies were recognized by the National Federation of Health Insurance Societies (*Kenporen*) in Tokyo, receiving Silver and Gold certifications as outstanding health organizations under the Health & Productivity Management Outstanding Organizations Recognition Program.

Health Improvement Initiatives

Tokyo Tatemono has set a goal for 100% regular medical checkups for our employees, and we are advancing initiatives to raise greater awareness of health management among all employees. We have achieved this goal every year since 2011.

We coordinate with health insurance associations to conduct a wide range of initiatives for improving health management. We know the particular health risks of our employees and take preventative measures actively against severe illnesses for non-obese and young people not eligible for special screenings. This is for the purpose of improving health through preventative and early-term treatment. Since 2017, we also conduct group dental examinations.

In terms of daily health measures to sustain and improve the health of our employees, we ensure that the costs required for voluntary health management, including physical examinations, cancer screenings, medical treatment, pharmaceuticals, and participation in health management programs, are covered in our Welfare Cafeteria Plan*.

Further, we offer subsidies to cover the cost of vaccinations to prevent widespread infection during flu season. Since 2016, we have invited doctors to our facilities to provide vaccinations for better disease prevention.

In 2019, we launched a smoke-free environment in our office. We are striving to lower our current 20% smoking rate to 12% or less by the end of fiscal 2022 (the same level as goal set out in the Basic Plan to Promote Cancer Control (Third Term)).

* A system in which employees are provided a certain set of points to spend freely on a series of benefit options. This has the advantage of allowing individuals to enjoy a combination of benefits that suit their own circumstances.

Mental Health Initiatives

Each Tokyo Tatemono employee has access to an online service for annual stress self-checkups. This simple process provides employees with a clear picture of their own stress conditions.

In addition, we provide mental health counseling via health insurance associations. These counseling services are made available to employees with mental health concerns.

In 2016, we launched a partnership with psychiatric advisors, creating a support structure that includes training to help employees return to work.

We conduct self-care and line care training to promote mental health awareness. This training is mandatory for new managers in particular. Currently, this training boasts a 100% attendance rate. We also invite sports trainers to teach company-wide training for all new employees. We work not only to help all of our employees understand the critical importance of their mental health, but also for early detection and prevention of mental health issues.

Sustainability Website

Feature: Health Management Ensuring Results (Published 2017)
www.tatemono.com/csr/special/healthcare.html
 (Available in Japanese only)

► Status of Certification as an Outstanding Health Management Company

	2017	2018	2019
Tokyo Tatemono	Certified (White 500)	Certified (White 500)	Certified
E-State Online	—	Certified (White 500)	Certified
Tokyo Real Estate Management	—	—	Certified (White 500)

Labor-Management Dialogue

Tokyo Tatemono supports the rights of freedom of association and collective bargaining. All employees (except main management) are members of the Tokyo Tatemono Labor Union, organized within the company. The labor union and Tokyo Tatemono have concluded a labor agreement and work to solve a diverse range of challenges through dialogue between labor and management.

Labor-Management Cooperation in Work-Style Innovation

Tokyo Tatemono established the Work-Style Innovation Labor-Management Review Meeting with the labor union in 2017. This body was established for labor and management to deliberate the necessary concrete measures to execute

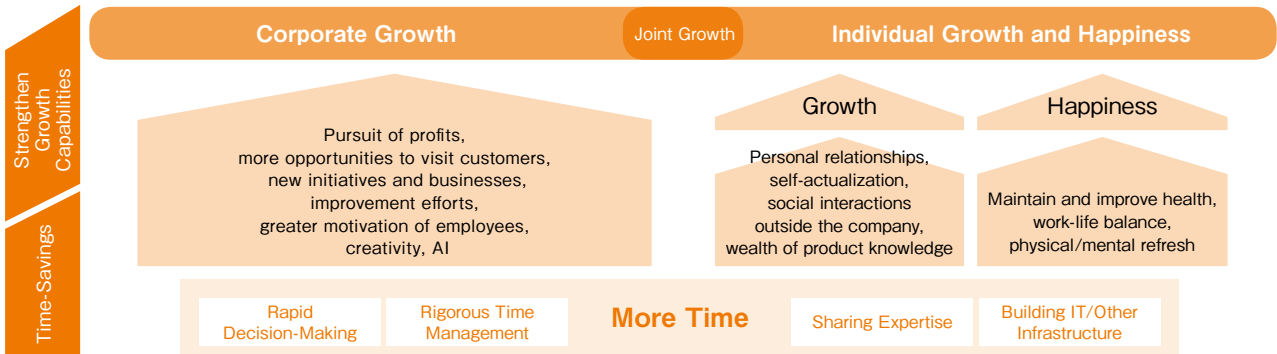
work-style innovation appropriate to Tokyo Tatemono. This meeting aims to further improve productivity and efficiency toward achievement of the group's medium-term business plan goals and our ongoing growth thereafter.

The body also shares the purpose of and goals to be achieved through work-style innovation, engaging in broad-based discussions between labor and management. Since 2018, we have been conducting telework trials in an effort toward specific measures for enhancing productivity, including use of external satellite offices and improving various ICT tools.

Tokyo Tatemono Work-Style Innovation Concepts

The goal of work-style innovation is to create more time through efficiency and other means, bringing about both corporate and individual growth, as well as the happiness of the individual.

► Diagram: Tokyo Tatemono Work-Style Innovation



TOPICS TIMEWORK, a Space-Sharing Service for Corporations

Tokyo Tatemono has developed a space sharing platform for shared offices in collaboration with companies such as Nippon Steel Kowa Real Estate Co., Ltd. and Nippon Tochi-Tatemono Co., Ltd. We launched the TIMEWORK space-sharing service in November 2019.

As work-style reforms progress, corporate needs for remote work are expanding. Further, a rapidly increasing number of facilities provide shared offices and serviced offices in support of remote work. However, contracts and compliance with specific location usage procedures are generally required to use spaces such as shared offices and conference rooms operated by different entities. This presents an obstacle to improving work environments for companies who want to utilize multiple facilities. To eliminate this obstacle, we have developed and created the TIMEWORK platform. This platform connects multiple facilities managed by different operators and their client companies under a single unified contract. The aim here is to provide more convenient services for both the client company and the member facility.



Shared Office (+OURS Shinjuku)

Initiatives to Reduce Overtime Work

Tokyo Tatemono has been engaged in ongoing measures to prevent overtime since 2008 from the perspective of work-life balance and employee health management.

In 2010, we adopted a system to shut down computers at the standard end of the working day to limit late-night working hours and prevent overwork. Furthermore, in departments where long-working hours occur, we have implemented a framework to address this issue by requiring direct supervisors to report on improvement measures and provide feedback to upper management. Through this PDCA cycle, we strive to reduce overtime (work outside of regular hours).

Occupational Health and Safety

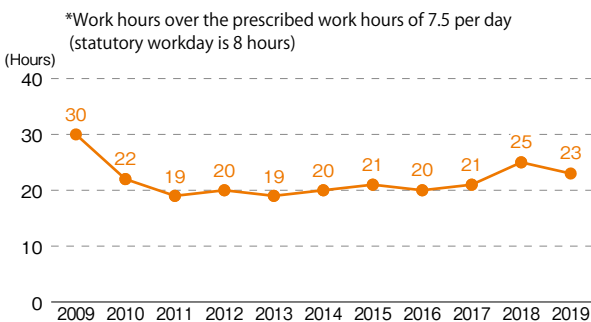
Tokyo Tatemono works to ensure employee safety by advancing a wide range of initiatives to guarantee a work-friendly environment as stated in our Compliance Manual. Although we have not acquired OHSAS 18001 or other external certification related to occupational health and safety, we work to ensure safety by conducting risk assessments and improvement activities.

Support of Club Activities

In 2014, Tokyo Tatemono implemented approval and subsidy rules for club activities. We also introduced systems to support employee extracurricular activities.

Currently, we subsidize rental fees for activity venues and competition entry fees for the more than 10 clubs that have been approved. These clubs include members participating from our group companies enjoying activities that cross corporate barriers. Each club participates in athletic competitions and other events held by local public organizations, actively communicating with the local community.

▶ Chart: Overtime Hours per Month



▶ Tokyo Tatemono Certified Club Activities

- Kansai Recreation Club
- Golf Club
- Soccer Club
- Table Tennis Club
- Tennis Club
- Volleyball Club
- Mahjong Club
- Baseball Club
- Fishing Club
- Music Club
- Lacrosse Club
- Sauna Activities Club