

■ DE&I (Diversity, Equity & Inclusion)

Concept and Policy

It is vital that we incorporate diverse perspectives and different values and enhance our ability to adapt to change so that we can accurately identify the challenges facing our uncertain and increasingly complex society and solve them through our business. For this reason, we believe that promoting diversity is essential for us to achieve sustainable growth.

The significance of our commitment to diversity management lies in our focus on creating even better products and services, including housing and urban development, as well as in our business processes. To this end, we respect our employees' diverse values, gender, abilities and disabilities, gender identity, sexual orientation, gender expression, age, nationality, language, culture, lifestyle, and other aspects of their knowledge and experience. We foster a workplace culture where each employee's perspectives and ideas are recognized and all employees can demonstrate their abilities by working together, based on fair opportunities.

Management

Promotion system

We launched a project to empower women in 2005 as a touchstone for the promotion of diversity. Later, the project was established as a specialist section, and the promotion system was established in keeping with the times. In 2019, this section was reorganized as "DE&I promotion." The Director in charge of Human Resources and Well-being Management has direct jurisdiction over DE&I as well. We leverage DE&I in management and promote a diversity of knowledge and experiences to generate new ideas for products, services, and processes, and utilize diverse perspectives to enhance decision-making.

Office diversity scores

We have introduced office diversity scores to aid in assessing

office management soundness with the aim of measuring and promoting diversity at our branch offices. We monitor four categories: ratio of female managers/chiefs, ratio of childcare leave taken by males, ratio of disabled workers, and retention rate of young workers. We are making progress in human resources diversity throughout the Company.

□ P173 [Social Data Basic Information](#)

P175 [Social Data Diversity indicators](#)

Support for work-life balance

The Company is developing an array of systems where diverse human resources can choose from varied lifestyles and express themselves while playing an active role. We are pushing forward to create a virtuous cycle in which the experiences gained through childbirth, childcare, and nursing care can be put to good use in the workplace.

■ Main systems related to support for work-life balance

System name	Overview
Paid leave reserve system	A system that allows employees to accumulate up to 100 days of annual paid leave that would otherwise legally expire and use the reserve as needed
Paid leave per hour	A system that allows employees to take annual paid leave on a per-hour basis
Home holiday program	A system to take planned annual paid leave for the purpose of spending time with their family, personal refreshment, self-development, etc.
Consecutive holidays (Re Vacation)	A system that encourages employees to take multiple annual paid leave vacations and to take at least five consecutive days off, including regular holidays
Nursing care leave system	A system for balancing work and nursing care, allowing eligible employees to take leave indefinitely until the reason for termination of nursing care leave arises
Subsidy program to support with travel expenses for elderly parents' nursing care (filial support program)	A system that provides a "filial support subsidy" to take care of employees' parents who live far away and need nursing care, paying an amount equivalent to the transportation expenses based on the distance of return trip, up to four times a year per employee
Telework	In case of having small children or feeling unwell, you can use telework
Flextime program	A program that allows employees to decide their own start and end times and working hours

Family-career Support Program

We are committed to creating workplaces that match the diverse life stages of each employee and enable a balance between work and family life, regardless of gender. In particular, the child-rearing stage is a major turning point for reexamining personal values and work styles. In order to link this opportunity to the growth of human resources and the evolution of workplaces, we are working to create an environment where all employees, including those who are raising children, can safely demonstrate their abilities without restrictions. One such program is the Family-career Support Program, which offers a range of assistance to employees and their families in balancing their careers and child rearing.

・Expectant father and mother registration form

We encourage employees to register when their or their partner's pregnancy enters the stable period. This ensures that necessary information is provided in a timely manner and support is provided across the entire workplace, beginning with preparations for childcare leave.

・Handbook for Fulfilling Work and Child Rearing

We have released a handbook containing information about child rearing and tips for returning to work. It provides useful information on return-to-work support and team management that is useful not only for the individual but also for supervisors and co-workers, fostering a culture of understanding and cooperation with child rearing throughout the workplace.



Handbook for
Fulfilling Work
and Child
Rearing

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・ Life-career balance interviews

Interviews are conducted with supervisors before and after childcare leave. Flexible work arrangements are designed together in line with each employee's career outlook and desires, supporting a smooth return to work as well as long-term career development.

・ Ikukyu MBA

We have introduced an external educational program for employees on childcare leave or just returning to work. By providing opportunities to continually hone business skills, we ensure workers are able to hit the ground running after their return, as well as facilitating their career growth.

■ Major support systems related to childcare (our own support systems that exceed the statutory level)

System name	Overview
Lump-sum payment program for fostering the next generation	A program that employees receive a one-time payment of ¥1 million for each child born
Childcare leave system	A system that allows employees to take leave of absence until their children become three years old; paid for the first five days
Shorter working hour system for childbirth & childcare	A system that allows employees to work shorter hours until their children reach the third grade of elementary school
Family nursing care leave	A system that allows employees to take up to five days of leave per year to care for eligible family members
Support system for balancing childcare/childrearing with career building	Providing information for early return from childcare leave and staggered working hours to ensure more working hours after return, and assistance in using childcare and school facilities, babysitters, etc.
Reemployment opportunity priority system	A system in which employees who have retired due to life events are given priority in the selection process when filling vacancies based on their wishes

Empowering female employees

We are working to promote the empowerment of women, based on our belief that a company where women can work and play an active role is a company where everyone can work and play an active role.

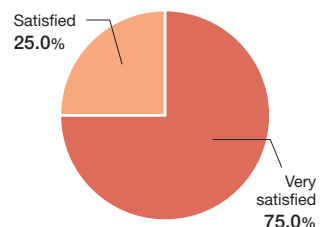
・ Training and strengthening of management staff

We are working to develop and strengthen female managers in order to diversify the management decision-making process. To build a pipeline for continuing promotion to management and senior management positions, we conduct training for management candidates and their supervisors, as well as career workshops for young to mid-career employees. In this way, we aim to encourage autonomous career development in consideration of life events.

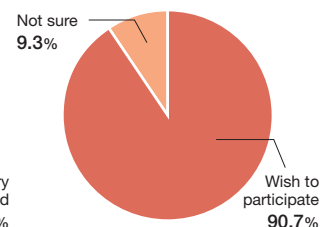
・ Addressing women's health issues

Focusing on the impact of women's health issues on their work, we provide video screenings for managers and information services concerning DE&I as opportunities to learn about the health issues for each generation and life stage. We also provide health support, such as medical coupons that can be used at hospitals and clinics, for gender-based health issues.

■ Career workshops: Satisfaction with lectures on women's health issues (N value: 44 participants)



■ Video screening: Wish to participate in next screening (video on women's health issues) (N value: 75 participants)



・ Retaining and nurturing female employees in sales and technology divisions

We are actively assigning and cultivating women to sales and

engineering where the ratio of females is low.

In the sales division, we hold internal information exchange meetings and conduct training sessions for networking purposes about once a year. In addition, since 2007, we have held the Housing Manufacturers Female Salesperson Meet-up, which has now expanded to nine participating companies, including Daiwa House Industry, as of April 2025.

As an effort to improve the working environment for female engineers and technicians working at construction sites, we have developed protective equipment such as lightweight helmets and safety belts. We also promote the introduction of temporary toilets for women. These improvements at the construction site have led to a comfortable work environment for all on-site workers, including men.

Furthermore, many of our female construction staff participate in the National Low-rise Housing Work Safety Council's "Jutaku Komachi" program, and the entire low-rise housing industry is working to create a comfortable working environment for women. Through these efforts, female construction workers are more involved in site management, while the number of female site supervisors who are active while raising children has been increasing.

Additionally, by expanding the scope of jobs to include positions where there are few women, such as after-sales service staff who make regular visits after the delivery of a house, we are attracting the support of customers of the same gender. This has also led to a lifestyle proposal called Housework Share House, which aims to shift the concept of household chores, the burden of which tends to fall on women, to chores shared between all family members.

・ Efforts to avoid the effects of unconscious bias

In order to avoid the impact of gender role stereotyping on human resources development, the theme of unconscious bias is included in training for new managers to prompt a shift in mindset for developing diverse human resources.

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Promoting employment for people with disabilities

In addition to complying with the legally mandated employment ratio for persons with disabilities, we view the employment of persons with disabilities as part of our DE&I promotion efforts. Instead of assigning employees with disabilities to specific positions, we assign them to various departments, including sales, design, construction, and management, depending on suitability.

We have also launched our unique Universal Support System with the aim of promoting the activities of people with disabilities in various departments and providing them with reasonable assistance. The system provides support, including costs, for the introduction of the necessary work tools for people with disabilities and for learning by their colleagues. We also provide e-learning courses on reasonable assistance and the nature of disability for all employees, and conduct in-house seminars for those who wish to attend, including the employees of Group companies, to promote understanding and foster a culture of diversity among human resources, including those with disabilities.

With the aim of creating a work environment that takes into consideration the nature of individual disabilities and appropriate employment management, the Group established Daiwa Life Plus*1 in 2011 and Daiwa House Bloom*2 on April 1, 2021. These companies have been recognized as special-purpose subsidiaries. We will continue to create an environment in which people with disabilities can play a more active role in all areas of the Group.

*1 Special-purpose subsidiary of Daiwa LifeNext

*2 Special-purpose subsidiary of the Company

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Initiatives for LGBTQ

We are working on two fronts to ensure that people in sexual minorities such as LGBTQ can perform to the best of their abilities with peace of mind: the establishment of systems and structures, and initiatives to promote workplace understanding. This includes the introduction of a Same-Sex Partnership System, under which same-sex partners are regarded as spouses and are eligible to enjoy leave, company housing, and

other benefits programs. Since its introduction, the number of users of the system has been gradually increasing. We have also established an LGBTQ-specific consultation service staffed by outside counselors with specialized knowledge, so that LGBTQ employees can feel comfortable discussing any concerns they may have about working in the workplace, not just for themselves but also including superiors and colleagues.

In addition to including LGBTQ as one of the themes of mandatory training for new hires, we also collaborate with other companies to promote understanding in the workplace by holding events such as film screenings and lectures.



➤ [Introduced the "Same-Sex Partnership System" \(Japanese text only\)](#)

Building codes that make it easier for business partners to work at our factories

Our factories have established guidelines for the construction and renovation of factories and control and welfare buildings. We strive to create a comfortable work environment by taking into consideration the management of the work environment, improvement of work methods, installation and maintenance of facilities and equipment for recovery from mental and physical fatigue, and maintenance of other facilities and equipment. Our basic approach is to use universal design, CASBEE (Comprehensive Assessment System for Built Environment Efficiency) and fire prevention measures, and to promote the installation of break rooms, smoking areas, infirmaries, and other amenities for personnel from factory's business partners*. When it comes to building cafeterias, we use surveys and other means to gather opinions from both our business partners' employees and our own workforce so that the resulting facilities are built to a greater level of satisfaction. In addition, we establish standards and perform checks for air quality, thermal conditions, brightness and sound.

For the improvement of work methods, since many of the employees of the business partners are female or elderly, we lend them auxiliary devices such as assistive suits for lifting and lowering heavy materials, as well as for standing work, which alleviates workload.

By promoting the creation of safe and comfortable work environments for factory employees, we hope to improve

employee retention rates, which in turn will facilitate the transfer of skills.

* Subcontractors performing subcontracting work in our plants

Multi-lingual signage at plants

Since we also have non-Japanese workers in our plants, we use multiple languages and illustrations to describe the plant rules and other important information on quality. The specific languages used are in accordance with those used by workers at each plant. In addition, we translate and distribute in advance the teachings given at in-house safety meetings, and distribute "Technical Intern Trainees' Mate" published by the Japan International Trainee & Skilled Worker Cooperation Organization, which contains useful information for living in Japan. This information is available in a total of 10 languages. In addition, the plant cafeteria provides a safe place for diverse human resources by clearly indicating in respective native languages and with pictograms and illustrations whether culturally inappropriate items are on the menu.

Establishment of Daiwa House Bloom

We are promoting a co-creation initiative involving both agriculture and welfare, in which people with disabilities and the elderly can gain confidence and a sense of fulfillment in life and participate in society through their activities in the agricultural field.

Our Cultivation Business Development Section has developed the "Daiwa Cultivation Method"*, which allows anyone to cultivate moth orchids. Using this cultivation method, the Group's Daiwa House Bloom was established in 2021 with the aim of creating a workplace where mainly people with intellectual disabilities can work for the rest of their lives. After examining and experimenting with work content, the company became the first special-purpose subsidiary in the region to hire people with disabilities to grow COCOLAN miniature orchids on consignment starting in fiscal 2022. In tandem with this, we are also recruiting elderly residents in the community to be involved in the cultivation work in a work-sharing arrangement.

In addition, all mini orchids grown at Daiwa House Bloom are purchased and sold by the Company, allowing Daiwa House

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Bloom to operate in a stable manner. As well as sales on our e-commerce site, the mini orchards are also sent to building owners to congratulate them on taking delivery of their buildings.

As expressed in the floral symbolism of orchids, "Happiness will come your way," the workers cultivate them with all their heart so that they will be a bond between people and weave warm relationships.

* Patenting of the Daiwa cultivation method.
"Cultivation equipment and methods" Application No.: 2019-046438
Registration No.: Patent 6993370 (registration date: December 13, 2021)



➔ [COCOLAN \(Japanese text only\)](#)



Work scene of cultivation



COCOLAN

Achieving equal pay for equal work and a guaranteed living wage

In our Japanese operations, employees engaged in general work to handle core operations are divided into national and regional employees. These employees are paid based on their capabilities, performance and contribution, with no gender gap in the payment of basic salary for each position.

The Daiwa House Group, moreover, abides by each country's minimum wage laws and regulations, paying fair wages to all employees, taking into account local cost of living.



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[Indicators related to wages and allowances Gender pay gap](#)

Main approach

Workshops for female employees

We hold career workshops for young to mid-career female employees. The purpose of these is to broaden the career options for female workers, whose careers are considerably impacted by life events, by creating opportunities for them to think about their own lives and careers at an early stage. Beginning in 2024, we have run a basic version of the workshops, with content focused on younger female employees. In these workshops, physicians give talks about women's health issues and participants learned about the basics of career development through lectures and group work. A total of 90 people participated in fiscal 2024, with many participants commenting that the program helped them to alleviate concerns about their careers and boost their motivation.

Talks given by physicians are also made available on the intranet for all managers to view.

Workshops for male employees on housework and childcare

We held workshops for male employees and their partners to discuss housework and childcare with their partners. The program was designed to address concerns from employees who want to be more involved in housework and childcare but don't know how, want to reduce the burden on their partners, or want to rethink their work style based on their roles at home, for example.

On the day of the event, five families participated with their children. Many commented that they appreciated hearing the stories of other families during group work. There even appeared to be a change in participants' awareness of the need to continuously discuss the division of housework and child rearing roles.

Webinar on understanding the nature of disability

In fiscal 2024, the Group held a webinar on understanding the

nature of disability to improve human capital management skills from the perspective of neuro-diversity. We invited lecturers from companies specializing in employment support for people with disabilities, with lectures and discussions held on the basics of how to relate to neuro-diverse individuals, problems likely to be encountered when working with such individuals and ways to solve them, and how to balance productivity and fairness. The webinar was attended by a total of 217 participants, including those in senior management positions and those in charge of human resources at group companies. Participants commented that through the webinar, they had gained an understanding of the nature of disability and realized the importance of creating an environment from the perspective of universal design.

Events to deepen understanding of LGBTQ Part 1 (film screening)

Diversity West Japan Study Group, in which we participate, hosted an LGBTQ-themed film screening, which was attended by 21 employees from our company. On the day, participants from other companies joined us for a discussion and exchange session after the online movie viewing. Some participants commented that they now had a better understanding of the LGBTQ community and would like to become allies, while others said that they now felt more connected to the LGBTQ community, which was the purpose of the screening.

Received PRIDE Index 2024 Gold Award

The Company and a Group company, Royal Home Center, were awarded Gold in the PRIDE Index 2024, which was established by the volunteer organization work with Pride as an index to evaluate corporate efforts for sexual minorities in the workplace. In fiscal 2024, Royal Home Center introduced the Same-Sex Partnership System, expanding it to include same-sex partners in some benefit programs, such as marriage leave, housing allowances, and congratulatory and condolence payments.



➔ [Two Daiwa House Group Companies Awarded Gold in PRIDE Index 2024 \(Japanese text only\)](#)