

■ 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 2025, it was reorganized into the Well-being Promotion Group, with the officer in charge of human resources and sustainability also directly overseeing DE&I. We promote diversity in both knowledge and experience to leverage DE&I in management and create new ideas in products, services, and processes, as well as to strengthen decision-making from diverse perspectives.

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	A system that allows employees to work from home in certain circumstances, such as childcare or nursing care
Flextime program	A program that allows employees to decide their own start and end times and working hours

Setting of diversity scores

The Company monitors four items (the percentage of female employees in management and chief positions, the rate of male employees taking childcare leave, the employment rate of persons with disabilities, and the retention rate of young employees) in order to measure and promote diversity in each division. Among these, the rate of male employees taking childcare leave has been incorporated into the Management Soundness Assessment to promote the realization of diverse work styles.



P192 Social Data Basic information

P193 Social Data Diversity Indicators

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

· 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.

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・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	A system that provides information to facilitate early return to work after childcare leave, staggers working hours to secure more working time after returning to work, and offers subsidies for the use of childcare and after-school facilities, baby sitters, 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

Initiatives to address the declining birthrate

To support the life plans of employees and address the social issue of the declining birth rate, the Company introduced the Mirai Support System (Assisted Reproductive Technology Support System) on April 1, 2026, which supports fertility treatment and egg freezing. We have made it a basic stance to promote “Co-creating a Brighter Future,” and have provided support for balancing work and childcare through the payment of childbirth allowances and benefits at the start of childcare leave, time-based paid leave, and flexible working hour systems. In recent years, the number of births resulting from assisted reproductive technology has been increasing, and the ability to balance fertility treatment with work has become an issue. There is also growing public interest in egg freezing. Against this background, we have introduced this system as part of our efforts to create an environment in which employees can take the initiative in envisioning their future and continue working with peace of mind.

We will continue to give full consideration to the choices

and futures of each employee and strive to enable them to envision their future with hope.

	Overview
Fertility treatment support	Payment of actual out-of-pocket expenses for treatments covered by insurance
Fertility treatment benefit	A one-time payment of 30,000 yen upon starting fertility treatment
Egg freezing support	A one-time payment of 300,000 yen upon freezing eggs

Policies and measures for balancing work and nursing care

In a survey on the actual situation of nursing care conducted by the Company in November 2025, approximately 30% of employees aged 40 and older responded that they have family members who require nursing care. In addition, approximately 60% of employees who are not currently providing nursing care responded that they may be involved in nursing care within the next five years. In light of these circumstances, the Company regards nursing care as a form of diversity and positions support for balancing work and nursing care as an important initiative. With the aim of creating an environment in which employees who provide nursing care can continue working with peace of mind, we will widely consider and promote measures to support the balance between work and nursing care, such as continuing to conduct surveys and establishing consultation services in collaboration with external specialist organizations.

Policy of Support for Balancing Work and Nursing Care

- ・ Support employees in balancing work and nursing care, rather than having them focus solely on nursing care, so that they can continue working as much as possible without significant changes even when faced with the need to provide nursing care.
- ・ Provide information so that employees can prepare themselves in advance.
- ・ Foster an organizational culture in which employees help each other.

Mindset and advance preparation for nursing care

The Company has compiled information on public services available when nursing care is needed, as well as information on company systems, and posted them on the Support for

Balancing Work and Nursing Care Portal Site on the intranet, and disseminates information on a regular basis. We have also established consultation services so that employees do not have to handle problems on their own.

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.

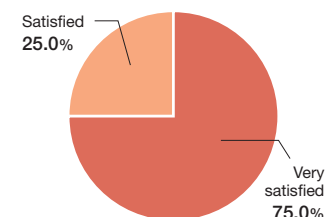
・ Training and strengthening of management staff

We are working to develop and strengthen female managers in order to incorporate diverse perspectives into management decision-making and enhance corporate value. We provide training for management candidates and their supervisors with the aim of building a pipeline for continuous appointment to management and senior management positions. In addition, we hold career workshops for young to mid-level employees to encourage autonomous career development in anticipation of life events.

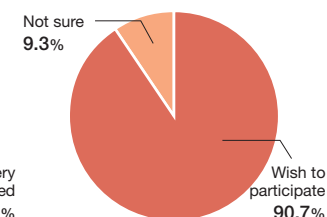
・ Addressing women's health issues

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, in response to health issues specific to women.

■ 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)



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· 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 *Kaji* (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.

 [Kaji Share House \(Japanese text only\)](#)

· 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.

Promoting employment for people with disabilities

· Introduction of the "Shared" model

In addition to complying with statutory employment rates, the Company views the employment of persons with disabilities as part of its efforts to promote DE&I, and assigns employees with disabilities to various departments such as sales, design, construction, and administration, depending on their aptitudes. Since September 2025, the Osaka Head Office has introduced a "Shared" model. Under this system, a task manager oversees work requested by various departments within the Company and assigns tasks to employees with disabilities in accordance with their aptitudes and abilities. As a result, employees with disabilities and general employees can perform duties that essentially contribute to business operations on the same floor, thereby deepening their understanding of each other on a daily basis.

· Introduction of universal support system

To promote active participation in each department and provide reasonable accommodation, the Company has established its own Universal Support System, which provides support, including costs, for the introduction of necessary tools and for employees around them learning about disabilities. We are also working to improve understanding of DE&I, including the presence or absence of disabilities, and to foster a supportive culture through the implementation of e-learning for all employees and in-house seminars, including those held at Group companies.

· Establishment of special-purpose subsidiary

The Daiwa House Group established Daiwa Life Plus*1 in 2011 and Daiwa House Bloom*2 on April 1, 2021, with the aim of creating a work environment that takes into account the characteristics of each individual's disability and appropriately managing employment. These companies have been certified as special-purpose subsidiaries.

*1 Special-purpose subsidiary of Daiwa LifeNext

*2 Special-purpose subsidiary of the Company

 P138 [Joining The Valuable 500](#)

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.

The Cultivation Business Development Section of the Company developed the Daiwa Cultivation Method*, which enables anyone to participate in the cultivation of moth orchids even without experience or specialized knowledge. With a view to creating a workplace where people, primarily those with intellectual disabilities, can work with peace of mind throughout their lives using this cultivation method, the Company established Daiwa House Bloom in 2021. As a result of repeated consideration and trial operation of the type of work to be performed, the company started a contract cultivation business for miniature moth orchids "COCOLAN" in Miki City, Hyogo Prefecture, in fiscal 2022, and began employing persons with disabilities as a certified special-purpose subsidiary. At the same time, the company also hired elderly people living in the region, and cultivation work is carried out through work sharing in which persons with disabilities and elderly people cooperate with each other.

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

In fiscal 2025, we received the White Ribbon Award at the Okinawa International Orchid Show and won a bronze medal at the Japan Grand Prix International Orchid and Flower Show.

* 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

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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

At our factories, we have established guidelines for the construction and reconstruction of factory buildings and welfare buildings. The guidelines take into account the management of the work environment, improvement of work methods, installation, maintenance, and management of facilities and equipment to help employees of factory business partners* recover from physical and mental fatigue. In addition to universal design, Comprehensive Assessment System for Built Environment Efficiency (CASBEE) certification, and disaster prevention measures, checks are performed based on reference values for the air environment, thermal conditions, brightness, noise levels, and other factors.

Furthermore, as many employees of factory business partners are women or elderly, the Company lends assistive devices such as powered suits to reduce the physical burden of loading and unloading heavy materials or performing standing work.

* Business partners that undertake contract work within the Company's factories

Multi-lingual signage at plants

Since foreign workers also work in the Company's factories, rules within the factory and information important for quality are provided in multiple languages and with illustrations. The languages used are tailored to the languages spoken by people working at each factory. In addition, we provide translations in advance of addresses delivered at safety conventions held within the Company, have introduced video manuals with multilingual support for work within the plant, and distribute the Technical Intern Trainees' Mate, published by the Japan International Trainee & Skilled Worker Cooperation Organization, which contains information useful for daily life in Japan. These information materials cover a total of 10 languages. In factory cafeterias, efforts are also made to provide a place where people of diverse backgrounds can work with peace of mind, such as by using clear displays in native languages and illustrations to show whether menu items include foods that cannot be eaten due to cultural reasons.



Attention panel



Factory emergency bell

Achieving equal pay for equal work and a guaranteed living wage

The Company classifies employees engaged in core business operations in Japan as either national employees or regional employees, with salary systems based on the abilities, performance, and degree of contribution of each employee in each category, and sets no difference in basic salary by gender for each job grade.

In addition, the Group complies with laws and regulations that set minimum wages in each country, and when revising wages, determines salary levels based on data such as the Basic Survey on Wage Structure conducted by the Ministry of Health, Labour and Welfare, thereby ensuring that employees

are paid appropriate wages.



P197 Social Data
Indicators related to wages and allowances Gender pay gap (by job position)

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. Starting in 2024, we have also conducted basic workshops focusing on young female employees. Through lectures and group work, participants learned about knowledge that serves as a foundation for career development, such as talks by physicians on health issues specific to women and basic concepts of careers.

A total of 78 people participated in fiscal 2025, and many participants commented that they felt reassured by sharing their concerns, that it gave them an opportunity to think independently about their future careers, and that it gave them hope for balancing work with other responsibilities.

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

Received PRIDE Index 2025 Gold Award

The Company received a Gold rating in the PRIDE Index 2025, developed by the voluntary organization work with Pride, which evaluates initiatives for sexual minorities in the workplace. This marks the fifth consecutive year since 2021 that we have received the Gold award.



➤ Received Gold Award in PRIDE Index 2025 for Fifth Consecutive Year (Japanese text only)

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Development of torque wrench that can be turned with less strength

The number of female engineers working at our construction sites is increasing. At construction sites for rental housing, the site manager inspects bolts and nuts to ensure that they are properly tightened after the building structure is in place. However, it was found that women with less physical strength have difficulty tightening bolts and nuts that require the maximum tightening torque of 80 N m using only their arm strength. In response, we made a prototype that enabled rotation with less force than the torque wrenches that had remained unchanged in form for 60 years, and asked the manufacturer to lengthen the wrench, resulting in the development of a torque wrench that could obtain fair results under the manufacturer's guarantee.

This reduced the strength required for inspection by 30% and the time required for inspection by 35%. The increased length makes it easier to apply strength even in high places or where posture is unstable, enabling safer work.

We submitted an invention notification for this torque wrench, and will roll it out to all business partners as well as the Company's construction personnel and quality managers.



Photograph comparing torque wrenches



A petite female site manager using all her strength to turn a bolt

Holding webinars to improve understanding of disabilities

With the revision of the statutory employment rate for persons with disabilities in 2026 (from 2.5% to 2.7%), the need for initiatives to employ and utilize persons with disabilities is increasing.

Therefore, in fiscal 2025, the Company disclosed internally and to Group companies the results of a survey on the current status of employment of persons with disabilities conducted from spring to summer, shared on-site opinions collected from business worksites across the country, and provided opportunities to think about reasonable accommodations in the workplace.

Through case studies, group talks, and other activities, participants deepened their understanding of how to create a workplace culture in which diverse members can work effectively. Some participants commented that it was helpful to share issues faced by different companies and business sites, that they gained an understanding of the concept and basic details of reasonable accommodations, and that their understanding of the scope of reasonable accommodation to be provided in the workplace was deepened through concrete examples.