

Social

Human Resource Investment and Development

Policy and Concept

Tokyo Tatemono strives to develop the skills of employees, reflecting our belief that employees are the foundation from which sustainable corporate growth is built.

In 2012, we revised a number of human resources systems to better cultivate talent and create workplaces capable of creating added value. At the same time, we strive to innovate ourselves into a highly optimized organizational culture beyond individual or departmental optimization. As part of our innovation, we formulated our Human Resource Policy, based on which we have built our human resource development system.

>> Human Resource Policy

① Developing ideal human resource

Ideal human resource: a person that is trusted and that opens new avenues for the future

② Realization of a satisfying working place

where employees can feel their growth

System (Human Resource Development System)

From the time a new graduate joins Tokyo Tatemono, we take a keen interest in their development. We provide a collective training program offering basic business training (covering topics such as logical thinking, marketing and management strategy).

To provide experience and broader knowledge required for employees of a comprehensive real estate company, we rotate new graduate hires among three departments to gain experience in their first ten years of employment. To strengthen

the OJT development cycle in the workplace, we have set up training for managers responsible for instructing others, as well as a new employee counselor system. The operation status of these initiatives is monitored through regular interviews by the Personnel Department.

For mid-career employees, we provide enhanced programs to foster a culture of learning. This includes voluntary in-house training, external dispatch training, and cross-industry exchange training, providing a system that empowers employees to consider the knowledge and skills they need and choose accordingly.

Training for managers includes training to enhance daily line management, including training for evaluators, mental health

and line care training, as well as dispatch training programs to external training agencies such as business schools to enhance their strategic perspectives and management capabilities.

In addition, we have established self-development programs and support systems to aid employees in acquiring certifications. These are to help employees enjoy independent learning at all stages of employment. We also offer special support for learning the English and Chinese languages, as well as for dispatching employees to overseas training in consideration of global business expansion.

Summary 2021 Training Programs

	Training per Management Level	Global Training	Self-Edification/ External Dispatch	Support Systems for Acquiring Certifications	
Executives	Executive Training	<ul style="list-style-type: none"> Attending language schools Overseas on-site observation Overseas dispatch training Internships with local subsidiaries 	<ul style="list-style-type: none"> Support for attending business/graduate school Single-subject business school training dispatch Cross-industry training Distance learning External seminars 	<ul style="list-style-type: none"> Real Estate Broker The Official Business Skill Test in Bookkeeping Japan Business Law Exam Certified Building Administrator Real Estate Consulting Master Exam Real Estate Securitization Master Urban Renewal Planner Real Estate Appraiser First-class Architect 	
General Managers	New General Manager Training				Electives <ul style="list-style-type: none"> Coaching: Basics Coaching: Advanced Strategic OJT Leadership Business Development Data Science
Group Leaders	New Group Leader Training				
Managers	New Manager Training				<ul style="list-style-type: none"> Design Thinking Negotiation Action Learning Breakthrough Lectures by Outside Experts
Assistant Managers	New Assistant Manager Training				
Senior Employees	<ul style="list-style-type: none"> Strategic Communication Accounting Management Strategy Presentation Finance Marketing Third-year Group Training 				
New Employees	<ul style="list-style-type: none"> New Employee Training Logical Thinking Basic Practical Real Estate Training IT Training 				

Corporate Philosophy, Group Profile, Contents, Editorial Policy

Management

Message from the President and CEO

ESG Management

Materiality of the Tokyo Tatemono Group

Special Feature

Environment

Environmental Management

Sustainability Finance

External Evaluation and Certification for Green Building

Responding to Climate Change

Pollution Control and Resource Recycling

Water Resources

Biodiversity

Responding to Natural Disasters

Social

Diversity & Inclusion

Work-Life Balance

> Human Resource Investment and Development

Health Management / Occupational Safety and Health

Respect for Human Rights

Improving Quality and Customer Satisfaction

Revitalizing and Utilizing Real Estate Stock

Contributing to Our Communities

Governance

Corporate Governance

Risk Management

Compliance

Supply Chain Management

Data

Third-Party Assurance

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Group-Wide New Employee Workshops for Improving Group Synergies

Through the array of businesses we operate, Tokyo Tatemono is building an organization that can demonstrate group synergies to our customers and other stakeholders.

To achieve group synergies, we must first develop a sense of kinship, learn about the business of each group company, and build deeper personal relationships. For this reason, we conduct a joint group training program for young employees. We provide various joint training programs in addition to the four-day orientation training that takes place immediately after a new hire joins the company, and the exchanges at the annual field day every fall. These additional programs continue until the third year after an employee joins the company. Through this approach, we aim to aid the formation of personal connections that will help us achieve group synergy.

Overseas Training for Global Human Resource Development

Tokyo Tatemono conducts overseas training to foster heightened global mindsets among our employees as we continue our global business expansion. (Past destinations include China and Malaysia, etc. This training was put on hold in 2020 due to the pandemic.)

Going forward, we will continue to support the growth of highly motivated people who want to take on the challenge of creating new value globally, both in Japan and overseas.

Acceptance of Interns

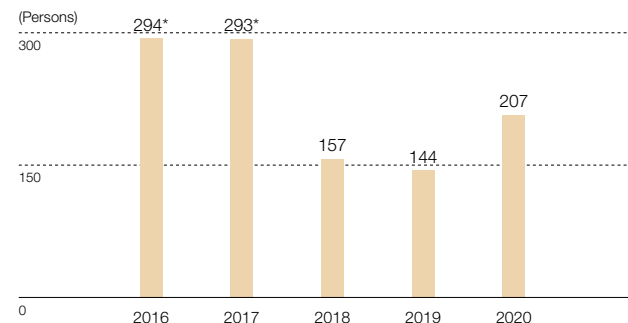
We accept undergraduate and graduate students for internships. The internship program is held twice a year, once in the summer and once in the winter. In 2020, a total of 207 interns were accepted.

We believe that through the internship experience, students gain valuable exposure to working life as well as a chance to interact with other students. This not only improves their capabilities, but also provides them with an opportunity to think seriously about their own future. By giving students an opportunity to gain prior experience working at our organization, we also aim to reduce mismatches in the real estate industry as a whole, as well as in our company. We believe that these efforts can help prevent early job turnover, promoting the development and retention of young workers.



Acceptance of interns

Number of Interns Accepted



* Figures for 2016 and 2017 include participants in seminar-based one-day internships.

TOPICS

Group-Wide Training for Improving Group Synergies: Third-Year Employees

In February 2020, 42 employees in their third year of employment from six of our group companies (Tokyo Tatemono, Tokyo Tatemono Real Estate Sales, Tokyo Tatemono Amenity Support, e-State Online, Nihon Parking, and Prime Place) gathered for a two-day training program aimed at laying the groundwork for group synergies.

This training is the culmination of the Group's joint training program that is provided to employees over their first three years after joining the company. The aim of this training is to deepen the participants' thinking not only about the businesses of each company, but also about the next-generation developer that Tokyo Tatemono Group should aim to become. Forming separate teams, the participants discussed SDGs, which are the common goals of the international community. On the last day of the training, each team made a presentation about new initiatives through which the Group can contribute to the achievement of SDGs.



A presentation at the training program

>> Examples of Presentation Themes

“From an unusable place to a useful place”

Providing a platform application to connect underutilized spaces.



“Enriching people's spare time”

Developing a mobile lounge business that provides a place for personal learning and relaxation.

