

# Human Resources 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, which serves as a foundation upon which to build a human resource development system.

### Human Resource Policy

- 1. Developing ideal human resource**  
Ideal human resource: person that is trusted and that opens new avenue for the future
- 2. Realization of a satisfying working place where employees can feel their growth**

## System (Human Resource Development System)

Tokyo Tatemono has defined the first five years of a new graduate hire's tenure as a time to focus on development. This development includes a collective training program offering basic business training (covering topics such as logical thinking, marketing, 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 Division.

For mid-career employees who have been in the company

six years or more, we provide enhanced programs to foster a culture of learning. This includes voluntary in-house training, external dispatch training, and cross-industry exchange training.

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-edification programs and support systems to aid employees in acquiring certifications. These are to help employees enjoy independent learning at all stages of employment. Furthermore, we 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 2020 Training Programs

	Training per Management Level	Global Training	Self-Edification External Dispatch	Support Systems for Acquiring Certifications	
Executives	Executive Training	Attending language schools Overseas on-site observation Overseas dispatch training Internships with local subsidiaries	Support for attending business/graduate school Single-subject business school training dispatch Cross-industry training Distance learning External seminars	Real Estate Broker The Official Business Skill Test in Book-keeping 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				<b>Electives</b> Coaching: Basics      Design Thinking Coaching: Advanced      Negotiation Strategic OJT      Action Learning Leadership      Breakthrough Business Development      Lectures by Outside Experts Data Science
Group Leaders	New Group Leader Training				
Managers	New Manager Training				
Assistant Managers	New Assistant Manager Training				
Senior Employees	Strategic Communication, Presentation, Accounting, Finance, Marketing, Management Strategy, and Third-year Group Training				
New Employees	New Employee Training, Basic Practical Real Estate Training, Logical Thinking, IT Training				

## Group-Wide New Employee Workshops for Improving Group Synergy

The Tokyo Tatemono Group is engaged in a variety of businesses that are closely linked to the lives of our customers. We are working to build an organization that allows us to exert group synergies for the benefit of our stakeholders.

To achieve group synergies, we must first develop a shared group awareness in understanding the business of each group company and to build deeper personal relationships. One of our initiatives to drive group synergies is workshops for junior employees from all group companies. In 2019, we held a four-day camp-style introductory training program for new graduate hires.

We have also prepared various collective training programs for employees up to their third year of employment. These programs are designed to support building the human relationships that will drive 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.

In 2019, we dispatched employees to Malaysia and conducted training to better understand globally successful talent, local culture, business trends, and other topics. 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.

### TOPICS Third-Year Employee Group-Wide Workshops Drive Group Synergies

In February 2019, 34 third-year employees from five Tokyo Tatemono Group companies (Tokyo Tatemono, Tokyo Tatemono Real Estate Sales, Tokyo Tatemono Amenity Support, E-State Online, and Nihon Parking Corporation) gathered for two days of training aimed at building a foundation for group synergies.

As the culmination of three years of group training for new employees, this program deepens an understanding of the businesses at each company. At the same time, the training divides employees into teams that discuss the ideal future of the group, our business environment, and other matters. On the last day of the training, each team made a presentation to executives and managers of each company about new businesses and services that could be created in five years by leveraging group synergies.

