

S Diversity and Inclusion

1. Governance

Our Commitment to Human Resource Sustainability

In 2006, the Group announced its Commitment to Human Resource Sustainability. The three pillars of our diversity promotion policy are promoting the participation of women; utilizing diverse personnel; and promoting diverse workstyles. We are working to create an environment and structure where both employees and the Company can achieve sustainable growth. In the same year, we established the Diversity Development Team, and started engaging in full-scale efforts. Later, this team was reorganized into the Diversity and Inclusion Promotion Office in February 2014, and again into the Diversity and Inclusion Promotion Department in April 2018. We are working to support the active participation of female employees as well as diversity in our human resources.

[Human Resource Sustainability Declaration \(Japanese only\)](#)

Results and expansion of activities

In December 2017, we became the first company in the construction industry to receive the Minister of State for Special Missions Award (Gender Equality) of the Advanced Companies where Women Shine Awards from the Gender Equality Bureau of the Cabinet Office. This award was granted as recognition of our efforts in the following areas: enhancing women's empowerment in the entire construction industry through human resource strategies to encourage female employees to pursue their careers and the development and commercialization of temporary toilets for women at construction sites; promoting female employees to managerial and executive positions Group-wide; and implementing IT technology-based workstyle reforms to support work-life balance.

In October 2020, we were awarded the Grand Prix at the IKUMEN AWARD 2020 sponsored by the Ministry of Health, Labour and Welfare. Our male employee childcare leave program, which the Group put into full-scale operation in September 2018, was evaluated favorably. We will

continue to share the lessons learned and knowledge gained from the operation of this program with society at large, hoping to contribute to building momentum toward the societal normalization of male employees taking childcare leave.

In March 2021, we were selected as a Nadeshiko Brand 2021 by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange for the sixth time, making us the only company in the housing and construction industry to achieve this feat.

In October 2020, we became a member of The Valuable 500, an international initiative promoting the active participation of people with disabilities. The Valuable 500 was launched at the World Economic Forum Annual Meeting held in Davos in 2019, based on the idea that inclusive business creates inclusive societies. 500 major companies around the world have joined in the initiative with the aim of sparking reforms by business leaders that enable persons with disabilities to unleash their potential value in business, society and the economy. The Sekisui House Group, which aims to become a leading company in ESG management, has endorsed the objectives of The Valuable 500 and established the following commitments.

1. Customer happiness: Create homes and communities to provide life-long housing.
2. Employee happiness: Provide opportunities and foster an environment for employees with diverse backgrounds to reach their full potential.
3. Societal happiness: Support social inclusion and normalization for people with disabilities.

[Sekisui House Group's Valuable 500 Commitment](#)



In 2021, Sekisui House became the first company in the industry to be selected six times as a Nadeshiko Brand.



Grand Prix in the IKUMEN AWARD 2020

2. Strategy

The concept of diversity and inclusion is important in ensuring the sustainable growth of individuals and companies in an era of change. In every organization and workplace, we must respect and recognize differences in age, gender, nationality, values, sexuality, disabilities and other characteristics. We aim to build an environment where goals and roles are made clear and information is shared, there is mutual respect and trust, employees proactively participate and contribute, and employees are used effectively as members of their organizations, thereby creating psychologically safe workplaces. We believe that this will lead to the creation of value through the strength of diversity. The Group has positioned diversity and inclusion as a material issue and set the goal of becoming a leading company in ESG management.

Policy on overhauling work environments

We work to overhaul various measures with the aim of becoming a company where anyone can work with a sense of fulfillment and happiness.

Action Plan for the Promotion of Active Participation by Women

In February 2021, we set new targets for Sekisui House's Action Plan for the Promotion of Active Participation by Women based on the Act on Promotion of Women's Participation and Advancement in the Workplace. We set two major targets of "310 or more female managers" and "100% take-up rate for eligible male employee childcare leave" (both by March 31, 2026 on a Group basis), and will continue making efforts to achieve the targets.

¹ 100% means that all eligible employees with a child or children under the age of three (the limit under the Company's rules and regulations) take childcare leave.

[Sekisui House's Action Plan for the Promotion of Active Participation by Women \(Japanese only\)](#)

Diversity and Inclusion

3. Risk Management

We aim to be an inclusive organization in which diverse employees play active roles in order to meet the diverse needs of our customers.

However, in male-centric homogeneous organizations, there is a high risk that bias will emerge in values, policies, strategies and other aspects, especially in terms of management. This would likely hinder response to intensifying market competition and the globalization of business. Prejudice, discrimination, harassment and other issues may also arise from unconscious bias, ignorance or indifference unless we foster a corporate culture of mutual recognition and respect for diverse ideas, values and identities. This raises concerns about loss of psychological safety in the workplace, as well as the potential for increased mistakes and accidents resulting from weaker communication.

When it comes to diversification of workstyles, we must promote telework and other styles that are not bound to a single location or time. Otherwise, we will be unable to satisfactorily support the diverse values and lifestyles of our employees, customers and businesses, and it will become difficult to plan and implement BCPs, including measures against large-scale disasters and infectious diseases. Furthermore, if we are unable to conduct the diversity management needed for this era of diversifying human resources, it will be difficult to promote a balance between work and childcare, nursing care, and treatment of injuries and illnesses, which will lead to decreased employee motivation and the loss of talented human resources.

In our Human Relations Training, which we conduct every year, we hold discussions to address various changes in workplaces, such as self-directed career development and diverse workstyles. In addition, in the Governance Awareness Survey, we included items related to diversity and inclusion to assess the current state of self-directed career development and workplace culture and help us continue improving.

→ P.186 Human Relations Training

4. Metrics and Targets

KPI	Scope	Unit	2020	2021	2022		2023
			Results	Results	Targets	Results	Targets
Number of female directors of the Board	◇1	Persons	1	3	3 or more	3	3 or more
Number of female managers	◇2	Persons	236 (3.79%)	273 (4.31%)	260 (—)	302 (4.6%)	300
Percentage of full-time female employees	◇2	%	27.3 (6,225 persons)	28.1 (6,454 persons)	28.0 (—)	28.9 (6,743 persons)	29.2
Percentage of female new graduates hired	Note 1	%	41.6 (305 persons)	41.2 (2,778 persons)	42.0 (—)	44.6 (350 persons)	40
Employment rate of persons with disabilities	◇1	%	2.76	2.90	2.61	2.97	2.97
Employment rate of persons with disabilities ³	◇4	%	—	—	—	2.86 ⁴	2.86
Take-up rate for eligible male employee childcare leave (%)	Note 2	%	100	100	100	100	100

→ For the scope of the data, click here (content from page 181 will open in a new window).

1 ◇2 until FY2022, and ◇3 in FY2023

2 ◇1 in FY2020, and ◇2 from FY2021

3 Of domestic consolidated companies, 33 are subject to statutory requirements to hire persons with disabilities (including non-consolidated Sekisui House)

4 Against the target of reaching the statutory requirement for employing persons with disabilities on a consolidated basis, in FY2022, 32 of 33 companies were able to reach the required number of employees (one did not).

Indicator	Scope	Unit	2020	2021	2022	
Number of female directors/ Total number	Consolidated	Note 5	1/119 (0.84%)	4/90 (4.44%)	4/110 (3.64%)	
	Non-consolidated	◇1	Of which, 1/4 are external 1/12 (8.33%)	Of which, 3/4 are external 3/10 (30.00%)	Of which, 3/5 are external 3/13 (23.08%)	
Number of female Audit and Supervisory Board members/ Total number	Consolidated	Note 5	1/8 (12.50%)	2/8 (25.00%)	1/13 (7.69%)	
	Non-consolidated	◇1	Of which, 1/6 are external 1/6 (16.67%)	Of which, 1/6 are external 2/6 (33.33%)	Of which, 0/2 are external 1/5 (20.00%)	
Number of female executive officers/ Total number	Consolidated	Note 5	4/28 (14.29%)	3/40 (7.50%)	2/72 (2.78%)	
	Non-consolidated	◇1	1/18 (5.56%)	2/28 (7.14%)	2/23 (8.70%)	
Number of female managers by job type	Sales positions	Note 5	105 (5.49%)	113 (5.86%)	114 (5.42%)	
	Technical positions		64 (2.41%)	79 (3.00%)	88 (2.06%)	
	Administrative positions		65 (6.05%)	79 (7.10%)	99 (6.53%)	
Female managers	Note 5	Persons	2 (0.34%)	2 (0.36%)	7 (0.79%)	
Returning rate from childcare leave	Male	Note 6	%	100	99.9	100.0
	Female		97.3	97.1	95.8	
Retention rate per year after returning from childcare leave	Male	Note 6	%	100	99.9	98.7
	Female		98.7	98.9	97.6	
Number of employees who have taken childcare leave	Male	Note 5	Persons	642	549	517
	Female		334	270	313	

→ For the scope of the data, click here (content from page 181 will open in a new window).

5 ◇2 until FY2021, ◇3 in FY2022.

6 ◇1 until FY2021, ◇3 in FY2022.

We disclose our diversity-related initiatives and results in the Ministry of Health, Labour and Welfare's Database on Promotion of Women's Participation and Advancement in the Workplace.

[Database on Promotion of Women's Participation and Advancement in the Workplace \(Japanese only\)](#)

Diversity and Inclusion

(FY)

Indicator	Scope	Unit	2020	2021	2022	
Number of employees	Male	◇1	Persons	11,354	11,222	11,315
	Female			3,717	3,795	3,617
	Male	Note 1	Persons	16,549	16,540	18,810
	Female			6,225	6,454	7,054
Number of employees by age group	Under 30	Note 2	Persons	2,844 (18.87%)	2,768 (18.43%)	4,976 (19.24%)
	30-50			8,111 (53.82%)	7,941 (52.88%)	13,347 (51.60%)
	51 and above			4,116 (27.31%)	4,308 (28.69%)	7,541 (29.16%)
Average years of service	Male	Note 2	Years	17.97	18.12	18.43
	Female			11.96	12.36	11.73
Average age	Male	Note 2	Age	45.00	45.28	44.36
	Female			36.80	37.28	38.15
Number of new graduates hired	Male	◇2	Persons	430	397	434
	Female			305	278	350
Number of mid-career hires	Male	◇2	Persons	—	—	417
	Female			—	—	186
Number of new hires	Male	◇2	Persons	—	—	851
	Female			—	—	536
Average monthly work hours per person		Note 3	Hours	176.71	177.64	170.73
Average monthly overtime work hours per person		Note 3	Hours	22.0	23.9	21.7
Annual paid leave take-up rate and number of days taken		Note 3	%	46.5	52.7	73.1
			Days	8.4	9.5	13.1
Average annual salary		◇1	Yen	7,927,285	7,995,230	8,342,460

→ For the scope of the data, click here (content from page 181 will open in a new window).

1 ◇2 until FY2021, and ◇3 in FY2022

2 ◇1 until FY2021, and ◇3 in FY2022

3 Sekisui House, Ltd.; Sekisui House Real Estate Group; Sekisui House Remodeling, Ltd.

Gender Wage Gap^{4, 5, 6, 7}

Company name	Total workers	Regular workers	Non-regular workers ⁸
Sekisui House, Ltd.	53.0%	58.1%	38.0%
Major Group companies	63.1%	63.3%	53.3%

4 Major Group companies include Sekisui House Remodeling, Ltd.; Sekisui House Real Estate Group; Sekisui House Construction Group; Sekisui House noie; and Konoike Construction.

5 The applicable period is the fiscal year under review (February 1, 2022–January 31, 2023).

6 Seconded employees are calculated as employees at the company they have been seconded to.

7 The figure is calculated as average female annual wages ÷ average male annual wages × 100%. In addition, the average annual wages are calculated as total wages (including bonuses and non-standard wages) ÷ number of personnel.

8 Non-regular workers are temporary employees (rehired employees, contracted employees and part-timers). Figures for part-timers are calculated based on the wages actually paid and not converted into the equivalent for full-time employees.

Supplemental Explanation of Gender Wage Gap

The gender wage gap for all of Sekisui House Ltd.'s workers is 53.0% and the gap for regular workers is 58.1%. The ratio of regular workers among total workers is around 90%. The ratio of main career track employees is over 70%, which has a large impact on the gender wage gap. As such the following details mainly concern main career track employees.

1. One factor behind the gap is the difference in the composition of personnel by occupation type and grade. The average years of service for main career track employees is 9.9 years for women and 19.9 years for men, a gap of 10 years. Therefore, the pool of candidates for managerial positions contains relatively few women.

We have been committed to the advancement of women for 20 years and began actively hiring women in main career track positions from 2005. When hiring new graduates in 2023, around 30% of sales representatives and 40% of technical positions were women. In addition, to encourage the training and retention of female employees, we established a specialized department (currently the Diversity and Inclusion Promotion Department) and actively work to promote female employees to managerial positions, such as by training female candidates for managerial positions. By successfully undertaking these initiatives, from 2007 to

2022, the average years of service expanded to 2.2 times its previous level for women (4.6 years to 9.9 years) and 1.3 times the previous level for men (15.8 years to 19.9 years). This major increase shows that the factors behind the gap are being eliminated.

2. The gender ratio of sales representatives is another factor behind the gap. The ratio of non-standard wages (such as performance bonuses) to total wages is especially large for sales representatives. The ratio of women among sales representatives is low at 10%.

3. Wages for individuals in the same job grade are equal. The Company sets wage standards for each occupation and job grade. The gender gap in base monthly salary for main career track employees is as detailed below, but there is no gap within each job grade.

	Average female base salary/ Average male base salary	
Managerial positions	96.8%	
Regular employees ⁹	P5	97.0%
	P4	100.4%
	P3	99.9%
	P2	99.8%
	P1	97.3%

9 There are five job grades for regular employees (P5–P1).

5. Activities and Other Related Information

Implementation of training for female managerial candidates and creation of role models

As part of its aim to appoint 310 or more female managers by the year ending March 31, 2026, the Sekisui House Group provides training for female manager candidates and creates role models for career development according to job types.



Sekisui House Women's College

Diversity and Inclusion

Sekisui House Women's College, which opened in 2014, is held annually to train management candidates. Twenty women are selected from the Sekisui House Group nationwide as promising management candidates. We systematically and effectively develop suitable candidates using a two-year curriculum. This program nurtures female employees who have capabilities suited to management and serves as a pipeline to properly promote them to managerial positions.

Promoting participation by women in sales positions

Since 2005, we have been actively hiring female sales representatives to provide customers with detailed proposals from a female perspective. As of January 31, 2023, 428 female sales representatives (non-consolidated basis) are working all over Japan.

In the housing industry, due to the specific characteristics of its business structure, there have been only a small number of women in both sales and technical positions. We have faced this issue head-on and focused on the development and retention of female sales representatives. In addition to providing opportunities to build networks across office boundaries, the Diversity and Inclusion Promotion Department works to resolve the concerns and problems of female sales representatives by taking 10 positive action measures (five for retention and five for training).

1998	Hired first female new graduates for sales positions.
2005	Started proactive hiring efforts targeting 20% for new graduate female sales representatives.
2006	Diversity Development Team set up within the Corporate Management Planning Department.
2007	Launched the annual Nationwide Women's Sales Representative Conference. This nationwide conference of female sales representatives provides an excellent opportunity for improving skills, increasing motivation, and networking through the presentation of successful cases and group discussions.
	Built a promotion system led by the Women's Sales Support Committee. The committee meets twice a year, where members from all over the country gather to share successful cases and initiatives.
2008	Started Women's Sales Representative Conference for housing manufacturers.
	Started support for balancing work and family life. For female sales representatives who serve as role models, the Company allows them to change their work location due to marriage or spouse's transfer and to work in a variety of ways according to their individual circumstances until the end of childcare.
	First female chief manager appointed.

2014	Diversity and Inclusion Promotion Office established. (Diversity Development Team was formalized as a permanent office.)
2018	Diversity and Inclusion Promotion Office was reorganized into Diversity and Inclusion Promotion Department.
2019	The Women's Sales Support Committee implemented a mentoring system to offer support on daily struggles, including those related to human relations and communication.
2020	Proactive hiring efforts targeting 30% for new graduate female sales representatives.
2021	15 female area sales leads and 34 female deputy area sales leads who are candidates for the next area sales lead position, including the sales leader of the Condominium Department (as of January 31, 2022). The percentage of female sales representatives reached 10% on a non-consolidated basis (August 2021: 10.2%)
	15 female area sales leads and 30 female deputy area sales leads who are candidates for the next area sales lead position as of January 31, 2023, including four leaders who serve as the area sales leads of the condominium and Sha Maison businesses. 54.6% of female area sales leads have elementary school-age or younger children.
2022	Held the 16th Nationwide Women's Sales Representative Conference in a hybrid manner, livestreaming the event at five locations across Japan. The percentage of female sales representatives remained strong at 11.3%. Of these, 30.4% are married and 19.4% have elementary school-age or younger children.



Top management and board members have participated in the Nationwide Women's Sales Representative Conference since the inaugural event.



The latest conference was held in a hybrid format, livestreaming the in-person event to various locations.

Expanding the advancement of women in remodeling sales

Sekisui House Remodeling, which is in charge of our proprietary remodeling solutions for homes built by the Company, actively recruits women with families and experience in childcare as remodeling advisors (sales representatives). In the remodeling business, where we often have meetings with female customers, female sales representatives can provide a sense of security and ease, and these professionals are active throughout the country.

With the option of a four- or five-day workweek and the use of childcare

leave and shorter working hours, many of our female employees are able to balance work and family life. As a result of these measures, women are making steady progress, and Sekisui House Remodeling has two female executives, 642 female sales representatives (59% of remodeling sales representatives), one female office sales lead, one female deputy office sales lead and 88 female area sales leads as of January 31, 2023.

Promoting the participation of women in technical positions

We also have female employees who have excellent qualities, achievements and reliability in planning operations. These include Chief Architects with advanced design skills, Platinum Specialists with highly specialized design skills for elderly housing and welfare facilities, and Structural Planning Specialists with advanced skills in architectural structural design. Moreover, an increasing number of female employees have been certified as Chief Constructors, specialists in onsite supervision. As of January 31, 2023, there are 11 Chief Constructors, 18 Chief Architects, four Structural Planning Specialists, and five Platinum Specialists working in the field. The key points of the measures are: 1. human resource development of top performers; 2. expansion of job scope; and 3. support of employees attempting to balance work and family life.

1. Human resource development of top performers

Sekisui House has been hiring female technical staff since before the Equal Employment Opportunity Law came into effect. Currently, we have an increasing number of female managers, including architect leads and operations leads. Furthermore, we have established a development plan for young employees in each area and are working to expand the pool of candidates for operational management positions. We are also working to appoint role models other female employees can look to in their future career plans.

2. Expansion of job scope, including design, onsite supervision, cost estimation and management

Under the Female Onsite Supervision Support Program, we operate a system to train female onsite supervisors through cooperation between nationwide sales administration headquarters and the head office by facilitating the interaction of female onsite supervisors across areas and

Diversity and Inclusion

improving the working environment. As part of this effort, we continue to hold the Company-wide Women's Onsite Supervisor Meeting. Even during the COVID-19 pandemic, we continued to hold meetings online. In FY2022, the meeting was held in-person with infection prevention measures in place. Participants broke into smaller groups based on the themes that interested them and exchanged relevant information.

Under the program, the Kanagawa Sales Administration Headquarters has created a three-year roadmap for the systematic promotion of female onsite supervisors and the creation of a nationwide network by expanding the successful model of building horizontal ties through the assignment of one female onsite supervisor to every branch nationwide. In addition, we are improving the onsite environment and providing new services and value to our customers through new perspectives gained from the ideas of female onsite supervisors in planning temporary work sites and holding opinion exchange meetings.

Along with the active promotion of women, we have redesigned our uniforms for construction workers by incorporating the opinions of women and designed uniforms to maternity specifications. We have also utilized the opinions of women in the development of the *Orihime* toilet¹ and improvement of temporary toilets at construction sites, and are promoting the creation of a comfortable working environment for everyone who works onsite.

¹ The city of Sendai (Miyagi Prefecture) and Sekisui House jointly developed a temporary portable toilet that is friendly to women and children based on the lessons learned from the Great East Japan Earthquake. The *Orihime* toilet was the winner of the Japan Toilet Award in 2015 and the Kids Design Award in 2014 and 2016. On the back of this success, we are working to make all temporary toilets more comfortable, including those for men.



Women's meeting to exchange opinions regarding construction uniforms



Maternity uniform



Orihime toilet



FY2022 Company-wide Women's Onsite Supervisor Meetings for the construction business team and the detached homes team

3. Support of employees attempting to balance work and family life

We set a target of 40% for new graduate female employees in technical positions and have steadily achieved this target since 2019, with 47% in FY2022. At the same time, there has been an increasing number of employees who are playing active roles at work while engaging in childcare or nursing care. Since 2012, the Company has been holding Study and Exchange Meetings for Female Technical Personnel across the country with the aim of enabling female technical staff to play an active role in the Company over the long term. The participants share familiar role models and expand their network to help build career visions and increase motivation.

Encouraging all eligible male employees to take childcare leave²

In September 2018, the Group launched a male employee childcare leave program to encourage male employees with a child or children under the age of three to take one or more months off work to focus on childcare. The leave is paid for the first month, and leave can be divided into as many as four increments as needed to accommodate individual circumstances. We have created our own Family Meeting Sheet that facilitates communication on such issues as determining when to take the leave and for what purpose, as well as how to share childcare and housework during the period of leave. The sheet is available on our website so that anyone can use it, not just Group employees.

Since February 2019, when full-scale operation was implemented, all 1,571 male employees whose children reached their third birthday (the

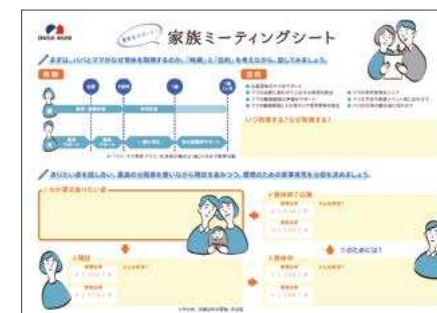
deadline for taking childcare leave) by January 2023 have taken at least one month of childcare leave, maintaining a 100% take-up rate.

We are promoting awareness of the importance of husbands staying close to their wives during the eight weeks after childbirth, which is a period of great physical and mental strain for mothers and a time when the risk of developing postpartum depression is high. We expanded the system in April 2021 to make it easier for husbands to stay close to their wives, enabling them to more flexibly take leave and expanding their options, such as taking leave in one-day increments.

Since 2019, we have held the Paternity Leave Forum every year and published the White Paper on Paternity Leave as we continue disseminating such information externally. In 2022, as a first attempt, we expanded our project to encourage the taking of paternity leave alongside 81 supportive companies and organizations. The promotion of paternity leave throughout all of society is expected to help solve social issues, including the advancement of women in the workplace and counteracting the low birth rate. We also aim to ensure that men taking childcare leave becomes the standard in Japan, as it is in other parts of the world.

¹ Normalizing childcare leave for men in Japan (IKUKYU.PJT) (Japanese only)

² In the childcare leave system in Japan, in principle, employees may take leave for one year until their child reaches one year of age, during which time childcare leave benefits are paid. In addition, we allow employees to take childcare leave, which is paid for the first month, until their children turn three years old.



The Family Meeting Sheet can be downloaded from our website.

Diversity and Inclusion

Promoting diversity management

Since FY2015, we have held forums on successfully balancing work and childrearing every year (theme: balancing work and childrearing; participants: childrearing parents and their supervisors). This forum is for managers responsible for fostering workplaces where anyone can work independently and grow sustainably in line with their family and individual situations, including child rearing, nursing care and medical treatment. This forum was renamed the Diversity Management Forum from FY2022. This forum helps foster mentally safe workplaces and nurture bosses considerate of childcare, namely supervisors in managerial positions who can enjoy work and their private lives while racking up results in terms of organizational performance, supporting subordinates' careers and lives, and remaining considerate of the work-life balance of the subordinates and staff they work with.

Expanding our support system for balancing work and life

We are expanding various systems to help employees balance work with childcare, nursing care and medical treatment with the aim of maximizing their happiness while also boosting talent retention.

▶ Shortening and changing working hours for childcare

Employees who care for children up to the third grade of elementary school can apply for a reduction in their prescribed working hours. This can be set for each day of the week, up to two hours per day, in 15-minute increments. In addition, until their children enter sixth grade, these employees are allowed to adopt a sliding work schedule, in which it is possible to start or end their work day earlier or later than normal between 7:00 a.m. and 8:00 p.m., provided they work the prescribed number of hours.

▶ Nursery school hunting concierge

For employees who are planning to enter their child into a childcare facility within one year after birth, we provide individual support from pregnancy

to the decision on a facility by providing information on activities, expertise and childcare-related information according to the individual's circumstances, such as the child's birthday and their place of residence.

▶ Financial aid for childcare

Under this system, the Company pays a portion of the facility usage fees for temporary childcare so that employees who are raising children can work with peace of mind, as well as supporting the use of Sunday childcare and full-time work. If the prescribed conditions are met, the Company subsidy will be added to the facility usage fee (up to 70%).

▶ Nursing care support program

Employees can take paid leave for five days a year (10 days for two or more care recipients) on an hourly basis (legally, in half-day increments) to care for their children when they are sick or to provide nursing care for other family members.

▶ Systems that support balancing cancer and infertility treatment and work

We support employees undergoing cancer or infertility treatment in balancing treatment and work by enabling the utilization of systems to shorten prescribed working hours and days, change working hours and make other accommodations. We provide consultations to employees undergoing treatment for illnesses other than cancer to flexibly offer support.

Promoting diverse workstyles

The Group will revitalize communication by reforming its work environment, upgrading the ICT environment, and optimizing systems and rules. In addition, we promote workstyles that are not bound to any single location, such as working from home, and diverse workstyles aimed at enhancing productivity and generating new ideas.

We formalized a system for telecommuting to support independent workstyles suited to the post-pandemic era. From March 2023, we set the

number of initially provided annual paid leave days at 20. We are promoting flexible workstyles in addition to allowing individuals to move their start time forward or backward in 15-minute intervals between 7:00 a.m. and 11:00 a.m. Going forward, we will continue working to reduce total working hours for the entire Company with the aim of becoming the happiest company in the world where everyone feels a greater sense of fulfillment and happiness.

Creating an LGBTQ-friendly corporate culture

The Sekisui House Group strives to create a corporate culture that encourages all employees, with their many diverse characteristics, to accept one another no matter their differences so that everyone may reach their full potential, which paves the way to building a society in which everyone can feel secure and free to work in their own fashion. In November 2019, a new system was established for registering opposite-sex common law marriages and same-sex partnerships in order to be eligible for benefits and protected by internal rules in the same way that spouses in opposite-sex marriages are. We also set up a consultation desk exclusively for LGBTQ-related matters.

In recognition of these efforts, we became the first major housing manufacturer to receive the Gold certification in the PRIDE Index for five consecutive years. The PRIDE Index is Japan's first index for evaluating corporate efforts concerning the LGBTQ community. It was formulated in 2016 by a private organization called work with Pride, with the objective of creating a workplace where sexual minorities such as LGBTQ people can work with pride. We were certified as Silver in 2016 and 2017, and Gold from 2018 through 2022.

In 2022, we were able to acquire Rainbow Certification, which was newly established in 2021 in addition to the existing PRIDE Index. The certification supports companies who make medium- to long-term commitments to build communities and workplaces where LGBTQ people can work openly.

 Becoming an Industry Leader in LGBTQ Initiatives

Diversity and Inclusion

Promoting the employment of persons with disabilities

As of January 31, 2023, the employment rate of persons with disabilities at Sekisui House, Ltd. was 2.97% on a non-consolidated basis, and the rate at the 33 domestic Group companies legally mandated to hire persons with disabilities (including the Company) was 2.86%, exceeding the legally mandated 2.3%. We will continue to actively promote the employment of persons with disabilities, aiming to employ and retain at least one or two at every worksite and achieve the legally mandated hiring figure at each Group company. Since 2015, we have held diversity meet-and-greet events with employees with disabilities and their supervisors for the purpose of establishing a network that transcends their respective departments, as well as building relationships that allow mutual communication and consultation, and improving their respective work environments. In May 2022, we held the second online meet-and-greet event for visually impaired employees. In the fall, the hearing-impaired business person Yukie Usuba (Mirairo Inc.) held a seminar entitled, "Facing Diversity: Not Initially Aiming for 100% Perfection." Many Group employees participated by watching the video on-demand. In December, as an initial attempt, we held an online meet-and-greet event in which any Group employee could participate, regardless of whether or not they are disabled, and 174 people participated. The first step was for only employees to participate in exchanges according to their specific type of disability. The second step was to hold discussions in rooms for employees regardless of whether they are disabled or not according to their preferred theme. In addition to themes based on specific types of disabilities, there were also the themes of "having a dialogue with the hiring manager," "people who are learning or want to learn sign language," "let's use universal talk (UD Talk)," and "a seminar by an outside speaker entitled, 'characteristics of persons with mental disabilities and persons with developmental disabilities as well as workplace establishment and considerations.'" The third step was to share the content of dialogues. We will utilize the content discussed in future developments.

In March 2022, "Realization of Universal Talk" won the second-place prize in the performance category in the Sekisui House Innovation & Performance (SHIP) Awards Program. Employees with hearing impairments were having difficulty obtaining information as a result of the sudden spread of people wearing masks and holding web conferences due to the COVID-19 pandemic. In this project, we used the ZOOM web conferencing system along with the UDTalk voice recognition application so that participants with hearing impairments could acquire accurate information, and also created a manual for sending communications that we distributed internally. This manual compiled results obtained through a process of trial and error by concerned employees and workplace colleagues at multiple bases. Going forward, we will strive to improve various environments through meet-and-greet events and other meetings based on the participation of employees who themselves have disabilities.

We have participated in the Accessibility Consortium of Enterprises (ACE) since its establishment in 2013. ACE was established for the purpose of creating an employment model for persons with disabilities that contributes to corporate growth and providing society with the human resources companies need. As of September 2022, a total of 37 major companies have joined ACE. We are developing a variety of activities, including awards for exemplary activities, inter-company collaboration activities, as well as internships and career seminars for school officials and students with disabilities.

Encouraging the employment of senior citizens and promoting their advancement

Sekisui House used to have mandatory retirement age set at 60 years old and a system for re-employing retired workers up to the age of 65. In April 2015, the retirement age was raised to 65 so all individual employees of the Group can work more enthusiastically, capably and energetically for a longer period. In addition, in April 2020 we introduced a post-retirement re-employment system for employees aged 65 through 70 to support their active participation.