

# Working Together with Employees

Corporate growth is only possible in an environment where all employees are able to work with enthusiasm and in good health, constantly developing their talents in pursuit of shared goals. The Mitsubishi Estate Group has established programs that help its employees become true professionals.

## Initiatives in Human Resource Development

### Reforming human resource development programs

Mitsubishi Estate believes that fostering excellent human resources is essential to the Group's sustainable growth and launched a reform of its human resource development programs in April 2009.

The company set up a working group to spearhead the reforms and

defined Mitsubishi Estate's ideal employee as a person with the following five strengths: people skills, real estate skills, job performance skills, management skills, and global readiness. The company is endeavoring to raise performance as a professional organization with a distinctive personality, while

individuals make the most of their own strengths. Mitsubishi Estate develops its employees' skills using multiple approaches, combining training programs with job rotations and coordinated programs at the workplace level.

## Creating a Vibrant Workplace

### Mitsubishi Estate Group establishes Hito-Machi Award

The Mitsubishi Estate Group's brand slogan is "A Love for People, A Love for the City." To recognize the efforts of Group companies to improve the corporate brand, the Group established the Hito-Machi Award (literally, "People and the City Award") in December 2011.

By recognizing daily efforts made by individual Group employees and

awarding activities that improve the corporate brand, the Group hopes to encourage the sense that corporate brand activities are not out of the ordinary, but rather integral to employees' daily work and enhance the sense of community.

The first request for applications attracted 480 entries in 2011. Forty groups of winners were selected for the Sincerity and Trust Award, Customer-Oriented Award, Value Creation Award

and Challenge Award. Three groups were chosen from among these to receive the President's Award.

The Group plans to continue using the Hito-Machi Award to share best practices throughout the Mitsubishi Estate Group and help to improve employee motivation. This, in turn, will help to earn more trust from customers and enhance the Group's overall reputation.

## Building Workplaces Where Human Rights and Employee Diversity Are Respected

### Ongoing human rights training

Mitsubishi Estate provides training on human rights during its rank-specific training for new hires and newly appointed section/division managers. Since fiscal 2007, the company has also given theme-specific group training intended for all employees. In fiscal 2011, the company held a training session for employees to learn about social integration. All 769 employees attended this session, which lasted two hours and 45 minutes and gave the participants greater awareness and more motivation to eliminate discrimination.

In addition, a human rights lecture is held every December for senior staff such as the president, directors, and division managers, as well as Group company presidents. In fiscal 2011, the company invited Kinki University

Professor Suehiro Kitaguchi to give a lecture on the issue of social integration and companies' social responsibility to help address the problem.

### Encouraging respect for human rights and diversity

Mitsubishi Estate holds a meeting of its Human Rights Education Committee (chaired by the director in charge of human resources) once a year to look at the status of its human rights initiatives in daily operations and human rights training, exchange views on ways to improve programs, discuss that fiscal year's activity plan, and review reports on recent human rights conditions.

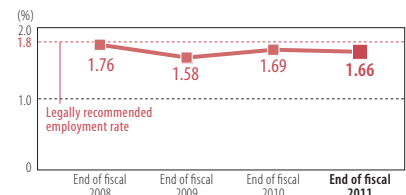
### Hiring of people with disabilities

Mitsubishi Estate actively promotes the hiring of persons with disabilities, in

accordance with the normalization concept advocated by the United Nations. As of the end of fiscal 2011, Mitsubishi Estate employed 29\* people with disabilities (1.66% of the workforce), falling short of the legally recommended employment rate of 1.8% (which would be 32 employees), due to the retirement of employees and other developments. Mitsubishi Estate plans to expand its hiring of people with disabilities going forward.

\* Two people with disabilities were hired in April 2012, bringing the total to 31 (as of April 30, 2012).

Employment rate of persons with disabilities



## Supportive Workplaces for Employees

### Specific programs for work-life balance

Mitsubishi Estate has established programs for childcare leave and family care leave, as well as shorter work hours for childcare and family care, in order to support its employees' efforts to achieve their diverse career goals and help them achieve a healthy balance between work and home life.

Employees can take childcare leave until the end of March after the child turns three, and can work shorter hours for childcare activities until the child has completed the third grade of elementary school. Mitsubishi Estate also implements other initiatives to support childcare, such as temporary daycare services using contracted daycare centers and subsidies for the cost of babysitting.

Mitsubishi Estate has established a general action plan so that employees can balance work and childcare. It has also made a Childbirth and Childcare Guidebook explaining support programs available on its intranet.

Starting in January 2012, the company has been adapting to Japan's changing demographics by augmenting programs to facilitate nursing care, such as leave of absence and shorter working hours.

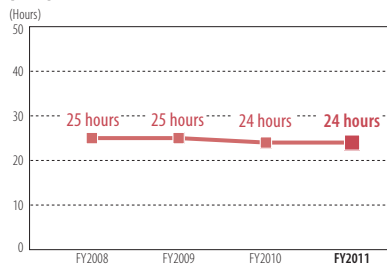
#### Number of employees taking childcare and nursing care leave

	FY2008	FY2009	FY2010	FY2011
Childcare leave of absence	18	13	6	11
Shortened work hours for childcare	11	21	18	19
Nursing care leave of absence	1	0	1	0

### Reducing overtime hours

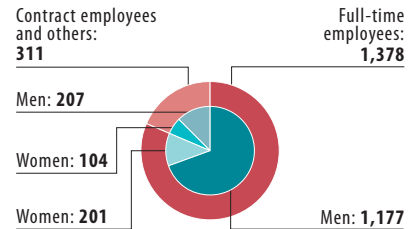
Mitsubishi Estate has made Wednesdays "no overtime days" to help prevent long work hours and overwork. Since 2010, the company has also been observing "intensive no overtime days" on the third Wednesday of every month and every Wednesday in November. In addition to these initiatives, all supervisors meet one-on-one with their subordinates to discuss workload and task difficulty as well as their health. Any employees with a tendency to overwork are cautioned, while those who work more than 90 hours of overtime per month are asked to have a checkup with an occupational physician. Mitsubishi Estate is earnestly striving to optimize the hours worked by employees.

#### Overtime hours worked, per month, per person



### Workforce profile

The breakdown of Mitsubishi Estate's employees is as follows.



\* As of March 31, 2012 (Including employees seconded to Group companies)

### Managing employee health with medical checkups

Mitsubishi Estate gives regular medical checkups to all employees once a year to maintain and promote employee health. The company has expanded examinations for lifestyle diseases, and employees are given secondary exams and special exams as the results warrant. The period in which employees can get a checkup is three months long, and those who miss this window are followed up with individually. As a result of these efforts, the examination rate improved 0.61 points in fiscal 2011 from fiscal 2010 to 92.69%.

#### Percentage of employees receiving health check-ups (head office)

