



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

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

Hito-Machi Award recognizes exemplary efforts by Group employees

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.

In its second year, the award attracted 227 entries in 2012. Twenty-four groups of winners were selected for the Sincerity and Trust Award, Customer-Oriented Award, Value Creation Award, Challenge Award and Special Recognition 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 will also help to earn more trust from customers and enhance the Group's overall reputation.

Putting more women in management

Mitsubishi Estate is increasing the number of women it hires and is taking

steps to retain them for the long term. There have been more and more female candidates for managerial positions, and the percentage of women in management is increasing. The company is confident that providing an environment that makes it easy for both men and women to do their jobs well will keep raising this percentage.

Number and percentage of employees overall, by gender

	March 2011			March 2012			March 2013			April 2013		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Main career track N positions / main career track A positions*	1,188	1,101	87	1,181	1,088	93	1,185	1,085	100	1,199	1,094	105
	–	92.7%	7.3%	–	92.1%	7.9%	–	91.6%	8.4%	–	91.2%	8.8%
Of which, section/division managers	724	710	14	731	710	21	729	706	23	751	726	25
	–	98.1%	1.9%	–	97.1%	2.9%	–	96.8%	3.2%	–	96.7%	3.3%

* Main career track N positions: Main career track positions without a specified work location
Main career track A positions: Main career track positions with a specified work location

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 2012, as part of its efforts to create a more vibrant workplace, the company provided training on preventing sexual harassment to 119 employees who had not yet had the chance to attend this training.

Every year, a human rights lecture is held for senior staff such as the president, directors, and division managers, as well as Group company presidents. In fiscal 2012, Toshihiro Azuma, head of the Japanese Cabinet Office's Division on Reforms for Programs for People with Disabilities, was invited to give a lecture on reforms

to programs for people with disabilities, with a focus on prohibiting discrimination against people based on ability level.



Human rights lecture

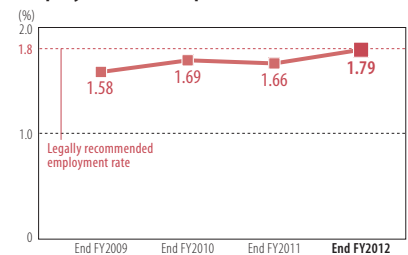
Encouraging respect for human rights and diversity

Mitsubishi Estate holds a meeting of its Human Rights Education Committee (chaired by the director in charge of human resources) once a year to review the status of its human rights initiatives, 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 seeks to hire persons with disabilities, in accordance with the normalization concept advocated by the United Nations. As of the end of fiscal 2012, Mitsubishi Estate employed 30 people with disabilities, meeting the required number of employees, as calculated at Japan's legally recommended employment rate of 1.8%. Mitsubishi Estate is expanding its hiring of people with disabilities, given that the legally recommended employment rate went up in April 2013.

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 (see table on the right).

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.

Moreover, in light of Japan's changing social structure, the company now enables employees to take family care leave for three years and work shorter hours while providing family care. In January 2013, the company

established a new program that makes it possible for employees who had to leave the company due to their spouse's work transfer or other reason which meet certain conditions to apply for reemployment.

Number of employees taking childcare and nursing care leave

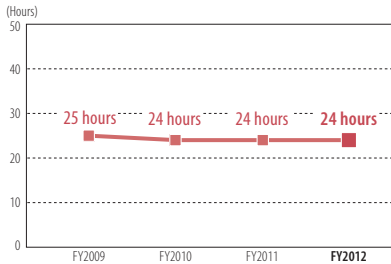
	FY2010	FY2011	FY2012
Childcare leave of absence	6	11	17
Shortened work hours for childcare	18	19	25
Nursing care leave of absence	1	0	0



Reducing overtime hours

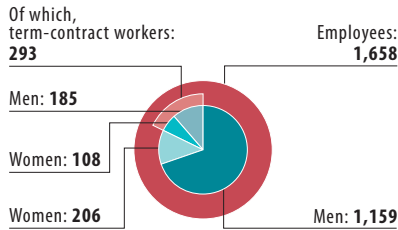
Mitsubishi Estate has made Wednesdays “no overtime days” to help prevent long work hours and overwork. Moreover, the company has also been observing “intensive no overtime days” on the third Wednesday of every month and every Wednesday in November. On these days, the public address system in the office encourages people to go home on time. In addition to these initiatives, Mitsubishi Estate is earnestly striving to help employees manage their health. All supervisors meet one-on-one with their subordinates to discuss workload and task difficulty, seeking to understand conditions that may impact their health. Any employee who works more than 90 hours of overtime in a month is encouraged to have a checkup with an occupational physician.

Overtime hours worked, per month, per person



Workforce profile

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



* As of March 31, 2013 (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. Those who have not received a checkup are followed up with individually. As a result of these efforts, the examination rate improved 1.73 points in fiscal 2012 from the previous year to 94.42%.

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

