



# ESG Report / ESG Data Social



## Promoting Diversity

[READ MORE →](#)



## Creating Environment and Programs Conducive to Open Innovation

[READ MORE →](#)



## Human Capital

[READ MORE →](#)



## Human Rights Initiatives

[READ MORE →](#)



## Supply Chain Management

[READ MORE →](#)



## Employment and Labor Relations

[READ MORE →](#)



## Occupational Health and Safety / Health Management

[READ MORE →](#)



## Enhancing Customer Satisfaction

[READ MORE →](#)



## Social Contribution Activities / Support for Communities

[READ MORE →](#)



## Goals and Achievement Status

See the ESG data page for our progress in achieving diversity-related goals.

[ESG Data > Social Data](#)



## Empowerment of Women

### Establishment of Action Plan to Promote Women's Success

Mitsubishi Estate has established and published an action plan in accordance with Japan's Act on the Promotion of Female Participation and Career Advancement in the Workplace.

The action plan sets out targets and specific initiatives aimed at achieving a positive working environment for women in accordance with the objective of the Act, which is to promote women's participation and advancement.



## Overview of Action Plan

### Period of the Plan

April 1, 2021 – March 31, 2026

### Our Challenges

1. Although recruitment of women is on the rise, it is difficult to increase the number of female managers rapidly due to the low levels of recruitment in the past. Therefore, it will be necessary to increase the number of female managers steadily, including the number of female candidates for middle management positions.
2. To realize a workplace environment in which it is easy to balance childcare and work, it is also important to raise the percentage of male employees taking childcare leave. However, the target of 100% has not been achieved.

### Objectives

1. Raise the percentage of female managers to more than 20% by 2030.
2. Raise the percentage of eligible men taking childcare leave to more than 75% by fiscal 2025 with an eye on achieving 100% by fiscal 2030.

### Initiatives

1. Boost recruitment of women in new graduate and mid-career hiring
  - Strengthen public relations activities aimed at women with a goal of bringing the percentage of women in new graduate and mid-career hiring to more than 40%.
2. Create an environment that makes it easier for women to continue working
  - Host forums (roundtable discussions, lectures, etc.) providing information facilitating work-balance with child rearing as well as career development for female employees who are taking childcare leave or who have returned to work for a certain period after returning.
  - Provide interviews with human resources divisions/departments on return to work from childcare leave.
  - Raise awareness of the reemployment program and leave system in conjunction with the transfer of a spouse.
3. Initiatives to raise the percentage of men taking childcare leave
  - Monitor the use of childcare leave by male employees whose spouse has given birth and encourage them to take the leave.
  - Host roundtable discussions, etc. by male employees who have taken childcare leave to encourage men to take the leave.

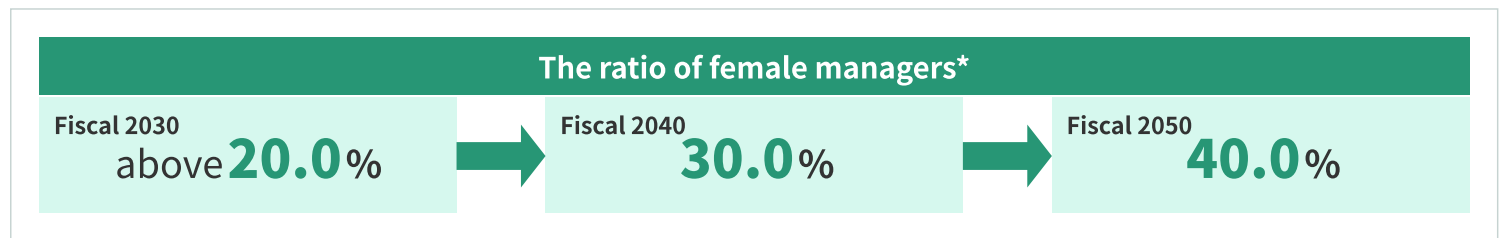


The full text of the action plan is available here.

Action Plan based on the Act on the Promotion of Female Participation  
and Career Advancement in the Workplace (PDF 73KB)

PDF

In addition, we have examined our future vision and set targets for the ratio of female managers: 20% by fiscal 2030, 30% by fiscal 2040, and 40% by fiscal 2050. In order to achieve these goals, we will promote gender balanced recruitment activities, introduce a personnel system that allows flexible work arrangements, hold internal roundtable discussions and seminars regarding balancing work and childcare for both men and women.



\* Ratio of female managers at Mitsubishi Estate

\*those in positions where they manage subordinates, or above, and those who are in equivalent positions even if they do not manage subordinates.

## Hiring of Persons with Disabilities

Mitsubishi Estate actively seeks to hire persons with disabilities, in response to social demands to ensure their employment opportunities. The company strives to create a workplace in which all employees can demonstrate their unique skills without regard to their disability and provide the environment they need for success.



## Various Programs for Work-Life Integration

At Mitsubishi Estate, we believe in the importance of not creating barriers between work and daily life, but rather, in viewing both as one and achieving comprehensive fulfillment (work-life integration). To achieve this, we have established various systems that allow employees to choose a variety of work styles.

### List of work-life integration and employee health promotion programs and welfare initiatives (Mitsubishi Estate)

Name of program	Overview of program
Flextime program	In principle, eligible employees can on prescribed working days work between 6.00 a.m. and 8.00 p.m. Note: The Company officially abolished core working hours (the period when employees are required to attend work) in April 2023.
Childcare leave of absence	Can be used until the end of the fiscal year in which the child turns three years old (14 days of paid leave from the day on which childcare leave starts) * The legally stipulated period in Japan is until the child's first birthday as a general rule (or until the child turns two years old as a maximum in special circumstances).
Nursing care leave of absence	Can be used for a maximum of three years (can be divided into shorter durations up to three times)
Nursing care leave of absence for children	Can be used until the end of the March after the child enters the third grade in elementary school Can be used as a special paid leave of absence until the child enters elementary school
Nursing care leave of absence for family	Can be used as a special paid leave of absence
Shortened work hours for childcare	Can be used until the end of the March after the child enters the third grade in elementary school Daily work hours can be shortened by up to 2.5 hours in increments of 15 minutes
Shortened work hours for nursing care	Can be used within three years of the start of use for each person in the eligible family Daily work hours can be shortened by up to 2.5 hours in increments of 15 minutes
Flextime program for pregnant women, those caring for children and those nursing family members	Can be used during pregnancy Can be used until the end of the March after the child enters the third grade in elementary school Can be used within three years of the start of use for each eligible person in the family (Work hours can be shortened by up to 2.5 hours in increments of 15 minutes)
"Refresh" vacations	Special paid vacations are given every five years after five consecutive years of employment Company pays travel costs after 25 or 30 years of consecutive employment (upper limit imposed)
Accumulated vacation	Employees can accumulate up to 90 days of paid vacation that was not used. This can be used for the employee's or family member's illness, a spouse's childbirth, to participate in volunteer activities, childcare or nursing care for family members, among others.
Retiree Reemployment System	Can be used following the specified interview when an employee resigned due to childcare, nursing care for family members, changing jobs, or starting a business
Leave system for the transfer of a spouse	Leave up to three years can be taken to accompany a spouse on a relatively short transfer (overseas traineeship/study of approximately 1-2 years)



Name of program	Overview of program
Transfer request system for spouses relocating to a new location	An employee in a position that does not normally involve transfers can transfer within the Group when wishing to relocate due to the transfer* of a spouse only when it is organizationally feasible  * Limited to Japan
Hourly paid leave program	Paid leave is available in one-hour units (using eight hours is equivalent to using one day of paid leave)
Teleworking program	It is possible to work at a location other than the company, such as a satellite office affiliated with the company or at home
Expense subsidy program based on cafeteria plan	The program provides subsidies for expenses on employee health promotion activities (sports activities and checkups not covered by insurance, etc.)
Consultations with occupational health physician	An initiative to provide consultations with an occupational health physician for employees, including managers, who have exceeded the 80 hours of statutory monthly overtime work
Positive Off Movement	An initiative to set targets for the number of days of paid leave taken and to encourage employees to take paid leave

## Support for Combining Work with Raising Children

Mitsubishi Estate has established a general action plan compliant with the Japanese law called "Act on Advancement of Measures to Support Raising Next-Generation Children," to help its employees balance work and childcare. The company is recognized as a childcare-supportive company by the Ministry of Health, Labour and Welfare and received Kurumin Mark certification in 2017.

As part of its efforts to support childcare, the Mitsubishi Estate Group provides support such as temporary daycare services using contracted daycare centers and subsidies for the cost of babysitting, as well as opening a center that helps employees find daycare services for their children. Information on programs available for childcare is provided on its intranet site for pregnancy, childbirth, and childcare information.

## Support for Combining Work with Nursing Care for Family Members

Mitsubishi Estate also offers a range of programs to support employees who are providing nursing care for their family. Employees can take nursing care leave or work shorter hours while nursing family members. In addition, a nursing guidebook is issued and internal seminars are held to offer information on caring for family members.

## Support for Employees' Life Plans

In fiscal 2024, Mitsubishi Estate extended the retirement age from 60 to 65 and established a new system that allows employees aged 60 and over to choose their retirement age.

We have also established an environment that allows experienced employees to play active roles, including provision of training on life and career planning before the age of 60. At the same time, the company has in place an early retirement system that provides additional benefits before the age of 60 and other programs, thereby meeting the diverse expectations of employees for life after retirement.



## Social Creating Environment and Programs Conducive to Open Innovation

### Programs to Encourage Open Innovation

In order to promote business in a social and economic environment that is changing at an increasingly rapid speed, Mitsubishi Estate is engaging in business model innovation. In October 2019, Mitsubishi Estate established new personnel programs for the purpose of encouraging open innovation and expanding further the possibilities for independent career choices by individuals.

### New Business Proposal System—Mitsubishi Estate Group Innovation Challenge (MEIC)

Through the New Business Proposal System, launched in 2009, we have extensively sought business proposals and ideas from employees. With more than 130 applications received to date, the system has realized new initiatives that have helped diversify the Group's sources of earnings and strengthen its core business, such as GYMM, a pay-as-you-go gym, and Ecorfurni, a business reselling used office furniture. In 2021, we launched the Mitsubishi Estate Group Innovation Challenge (MEIC) program to expand the scope of this system to encompass Group companies. We will continue striving to strengthen systems for encouraging employees to take on challenges with the aim of spurring Groupwide innovation.

### Borderless! x Socializing! Initiative

On April 1, 2017, we established the Work Style Reform Promotion Committee, chaired by the president & chief executive officer, with the aim of strongly promoting the top-down reform of our corporate culture, the streamlining of business processes, and the creation of new value through increased productivity. In August 2018, the committee was renamed the BxS (Borderless and Socializing) Committee. The BxS Committee's promotion secretariat plays a central role in developing a variety of activities aimed at Companywide workstyle reforms and improving operational efficiency. Every year, the secretariat conducts a survey on the status of the Mitsubishi Estate's operational efficiency, workstyles, and corporate culture and reports the results of the survey Companywide. Any issues that become apparent from the results of the survey become a theme for discussions centered on the secretariat from the following year onward.



## Secondary Job Program

---

Mitsubishi Estate has established a secondary job program\* based on a permit system to help employees maximize their own potential through diverse experience and encourage them to accept various challenges that lead to their growth or career advancement. In so doing, the company aims not just to help the knowledge and connections obtained through a secondary job be returned into the core business, but also to create an environment for employees to work with more satisfaction through self-actualization.

\* Excludes businesses that involve a conflict of interest with Mitsubishi Estate, such as competitors. Working hours up to 50 hours in any single month.

## Open Recruitment of Human Resources with Secondary Jobs and Dual Employment in Some Businesses

---

In some of its businesses, primarily new ones, Mitsubishi Estate has begun accepting human resources with secondary jobs and dual employment\* through open recruitment to hire a broad range of human resources that possess knowledge not present in its existing businesses. As the first step, in the meditation studio operation business, which was established in April 2019 through the new business proposal program, Mitsubishi Estate recruited and employed\* human resources with responsibility for planning brand and marketing strategy from among human resources with secondary jobs and dual employment.

\* Assumes once weekly employment based on an individual outsourcing agreement with Mitsubishi Estate.





# Creating an Office Environment that Leads to Value Creation

## Initiatives at Mitsubishi Estate Head Office

---

Mitsubishi Estate upholds the concept of "Borderless! × Socializing!" for its head office and has implemented a range of initiatives to create a venue for generating new value through spaces where people can connect with one another without borders and fully demonstrate their strengths. The company put this aspiration into practice as part of our work style reforms for productivity and employee health advancement.

While continuously implementing reform of the office environment and systems, Mitsubishi Estate is also implementing a range of verification testing at the head office in such areas as biometric security and the use of robots for tasks such as cleaning and serving tea. The achievements, knowledge, and expertise obtained through these initiatives are being utilized in proposals to customers, planning for new office buildings, and urban development.

Mitsubishi Estate is also promoting SDGs awareness and initiatives of employees at the head office as part of its efforts to help realize a sustainable society. These include the holding of events for employees to familiarize themselves with social issues through food at the in-house cafeteria, the establishment of a display area where they can experience sustainable products from around the world, and enhancing the effective sorting of waste (into 15 types).

In addition to the Otemachi Park Building head office, which is already available to Group companies, Mitsubishi Estate opened satellite offices in Marunouchi and Yurakucho for the use of Group companies in response to such needs as promoting efficient and flexible workstyles, strengthening BCPs, creating bases for information sharing and events, and deepening communication throughout the Group. These offices have been named "MIX," expressing the hope that they will be places where diverse people from the Group and sometimes from outside the Group will mix together and create new value.



### Free-address work environment

Employees can choose locations on any given day from a host of different seating options, including low tables, high tables, large and individual desks, to match their workstyle preferences. Efforts are also made to reduce paper and digitalize documents, eliminating more than 70% of document storage cabinets compared with pre-relocation.



### Internal staircase to eliminate borders between floors

Private stairways have been installed so that employees can move freely between floors, bypassing the building's common areas. This encourages spontaneous communication, promotes health and mitigates the risks posed by loss or theft of confidential materials.



### SPARKLE Cafeteria

The cafeteria can also be used as a workspace to facilitate the creation of new ideas and insights. It also serves as place for communicating through food and is used as a space for sharing information on subjects of interest to the company such as health management, the SDGs, and project introductions.



### One-third allocated to common area

One-third of the head office is allocated to a common area. This helps to create inspiration through casual communication and to increase motivation and productivity.



Copyright © 2022 Nacasa & Partners Inc. all rights reserved.

### MIX MARUNOUCHI

Also available for use as an event space.

## Initiatives at Mitsubishi Jisho Property Management Head Office

Mitsubishi Jisho Property Management received the New Office Promotion Award as part of the 35th Nikkei New Office Award program, sponsored by Nikkei Inc. and the New Office Promotion Association (NOPA). The company's head office is located on the second floors of the Marunouchi 2-chome Building and the Marunouchi-Nakadori Building, straddling the street of Marunouchi Nakadori. The renovation of the head office was based on the concept of "Open the Blinds" to open up the blinds both visually and psychologically, and treats the offices which are spread across two buildings as one floor, with Marunouchi Nakadori viewed as a courtyard. The renovation was designed to offer a variety of venues for people to meet to co-create new value while feeling in every sense connected with the city. Besides the reception area and a collaboration area where customers and partner companies are welcomed, the renovated head office has created various spaces for enhancing communication, including MIX Marunouchi, a group office available to employees of the Mitsubishi Estate Group.



Offices located on the second floors of buildings straddling Marunouchi Nakadori



Reception area in the Marunouchi 2-chome Building



Office interior



## Initiatives at Mitsubishi Estate Home Headquarters

In line with relocating its headquarters from the Kokusai Shin Akasaka Building to Shinjuku Eastside Square in June 2022, Mitsubishi Estate Home has launched Tokyo Base. This future co-creation office packed with various new features aims to provide employees with an environment allowing them to work with greater freedom and energy, to increase the value we provide to customers, and to help solve social issues.

This is the first location at the Mitsubishi Estate Group to adopt activity-based working (ABW) with the goal of creating a vibrant atmosphere where employees can enjoy working. ABW offers employees the freedom to select from various types of work points (seats) depending on their current tasks, which help maximize the performance of all employees.

There are recharge spaces in the open café and work area where employees can relax, replete with furnishings made from Japan-grown timber, something we focus on as a core value. Touching and feeling the logs and saplings on display helps raise employee awareness of the issues the Japanese forestry industry faces, inspiring them. Interacting with our core values in the possibilities of wood and experiencing first-hand our product values helps trigger the emergence of innovation that has true value as they work with their customers and partners.



Japan-grown structural materials normally used in our custom-made detached housing projects are repurposed in the café space



## Initiatives at the MEC Design International Head Office

MEC Design International\*, which engages in interior design for offices and other spaces, refurbished its head office in Chuo-ku, Tokyo in February 2022 embracing diversification in values and changes in lifestyle and the way people work in its own offices.

Incorporating numerous opinions and requests from employees through in-house questionnaires and workshops, the company established “Act More, More Real” as a grand concept for a refurbishment to express employees’ styles of working. Drawing inspiration from the walkways alongside canals, the seamless connection of a WALK zone where employees actively mingle and a WORK zone that realizes flexible work styles creates an office bringing together diverse human resources and allowing a full sense of their passion to be expressed while achieving a balance between life and work.

In an office that adopts activity based working (ABW) and provides a variety of work environments, employees can freely choose where to work according to their individual needs and requirements. This means they can act more like themselves, inspiring one another, and create a place that communicates MEC Design International’s passion as a design firm to the world. In the refurbishment, with contributing to the SDGs in mind, the company also made efforts to reduce building material waste and effectively utilize surplus and recycled products. Instead of conventional furniture and fixtures, long-lasting and health-conscious products were selected.



Copyright © 2022 Nacasa & Partners Inc. all rights reserved.

### Interact and Share (Work Lounge/Café Counter)

The lounge, which has a versatile layout and can be used for a variety of purposes, is located directly next to the reception area to encourage internal and external interactions.



Copyright © 2022 Nacasa & Partners Inc. all rights reserved.

### Experience, Experiment, and Combine (Gallery, Atelier)

Located in the center of the space is a work area that includes manufacturers’ sample displays and work counters with various usage scenarios in mind where people can experiment and combine various materials to create new spaces. It’s a work space where the process of space creation can be communicated and felt in a realistic way.



### Learn and Concentrate (Book Library)

The library area connected to the atelier is a place for reading and sharing the latest information on trends in Japan and overseas.

- \* MEC Design International Corporation: As a comprehensive interior design firm in the Mitsubishi Estate Group, it is involved in design for offices, residential interiors, hotels, commercial spaces, and others. With its team of professionals conversant in interior design, the company provides a wide range of services from consulting, conceptualization, planning, design, and construction through to procurement of furniture, fixtures, and equipment (FF&E).

MEC Design International





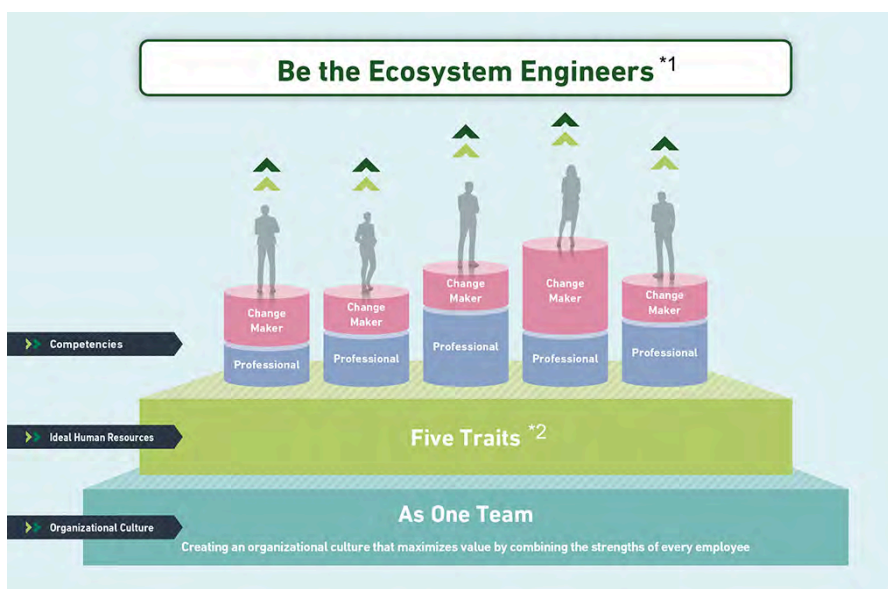
## Basic Policy and Approach

The Mitsubishi Estate Group believes human resources are an important asset for realizing Long-Term Management Plan 2030 and creating new value for society. In addition, the Group formulates the vision for its human resources and organization based on the distinguishing features of its business model and its future business policies.

## Vision for Our Ideal Human Resources and Organization

The Mitsubishi Estate Group promotes a wide range of businesses on a Groupwide basis, including the Commercial Property, Residential, International, and Investment Management businesses. The Group believes it needs human resources who can demonstrate the competencies that comprise the two roles of “Professional” and “Change Maker” while possessing the five traits it requires of them to achieve further business expansion.

## Creating Value as the Mitsubishi Estate Group Demonstrating the Qualities of Professionals and Change Makers





\*1

## Mitsubishi Estate Group Sustainability Vision 2050

# Be the Ecosystem Engineers

We aspire to be a corporate group (=engineers) that provides spaces and infrastructure (=ecosystems) where all actors (individual, corporations, and more) are able to coexist sustainably and thrive together—economically, environmentally, and socially.

## \*2 Five Traits

Traits	Definition	Desired Strengths
People with Vision	People who can visualize what they want to achieve and have the determination and dynamism to do so	The ability to create and promote their vision with determination and courage
People with Frontline Capabilities and the Required Skill Sets for Their Role	People who develop their skills and knowledge as a professional in both their field of specialization and the real estate industry and who have the ability to drive business forward	The ability to make sound judgments, be customer-oriented, and drive business forward while also being productive and possessing risk management skills as well as professional-level skills and knowledge
People with Integrity	People with high ethical standards, who act with integrity and fairness, and who build good relationships with those around them	Open-mindedness and high ethical standards
People with TeamBuilding Skills	People capable of carrying out human resource development and management in order to increase the competitiveness of the organization	The ability to nurture talent, work as part of a team, and deploy management skills
People with a Passion for Taking On Challenges and Innovation	People who are not bound by precedent or convention and who have the spirit to take on challenges and act without fear of failure	Challenge-oriented and innovative





# Competencies

- Qualities Required in Every Employee -

## Professional Human resources who create new value using their specialist expertise

In addition to steadily advancing large-scale developments in Japan, Mitsubishi Estate recognizes that it must strengthen its International Business, expand its non-asset business, and advance into businesses in the services and content domain, while becoming a trusted presence as a developer capable of leading its partners by maintaining an awareness of its role and skills as a professional in those fields to accelerate the development of businesses in order to create value and achieve Long-Term Management Plan 2030. Based on this view, the Company has improved its recruitment of specialist human resources in various domains and invested proactively in training programs to help all employees acquire and strengthen the expertise they require.



## Measures

### Utilizing the Competency Development Program

Positioning the knowledge, skills, and experience required for each job grade as Compulsory Study Topics, Mitsubishi Estate provides training and access to external courses for every employee to acquire such knowledge, skills, and experience within fixed periods to facilitate their lifelong learning. The Company has also established a program to provide full subsidies of up to ¥300,000 per year for employees to attend courses on required competency development topics (27 in total, including foreign languages, business skills, digital transformation, the SDGs, and liberal arts) as Optional Study Topics.

#### FY2023 Results

Number of Participants (cumulative total)

**Compulsory Study Topics: 247**

**Optional Study Topics: 523**



## Strengthening the Recruitment of Specialist Human Resources

Since FY2020, Mitsubishi Estate has been strengthening the recruitment of specialist human resources for business domains to be improved strategically in order to achieve Long-Term Management Plan 2030. In particular, the Company is proactively recruiting specialist human resources for the DX domain, creating a digital specialist position in FY2024 and advancing a system to properly train and assess DX human resources.

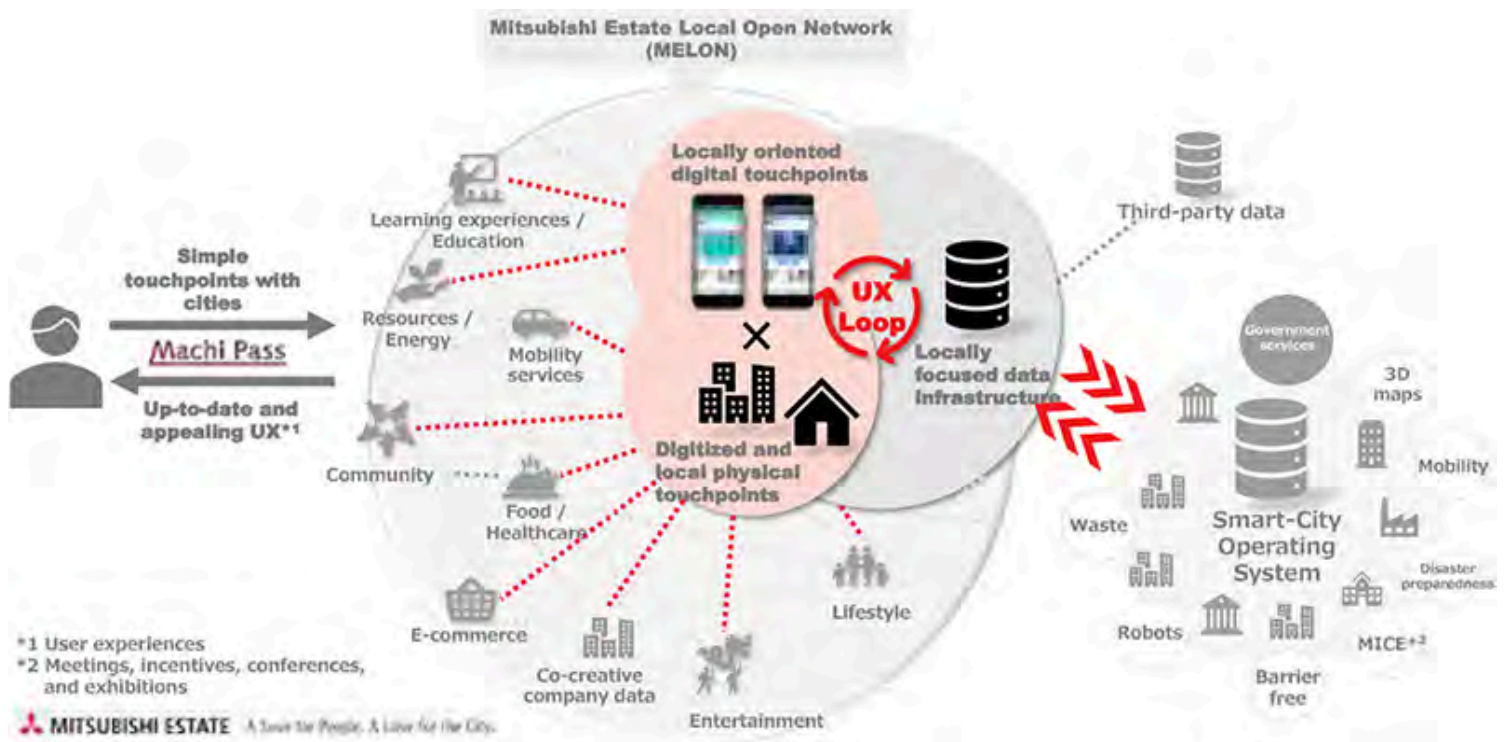
FY2023 Result

**Number of Recruits: 24**  
(specialists and digital specialists)

## Accomplishments (Value Created)

### DX Promotion Leveraging Professionals

In accordance with the Mitsubishi Estate Digital Vision, formulated in June 2021, digital specialists take the lead in building secure IT infrastructure, developing digital contact points and online services, and reforming and strengthening existing businesses in the Group. For example, these efforts have delivered results that have direct business impacts by leveraging flow data obtained from our business data and various touchpoints on a common data platform accessible to all Group companies.

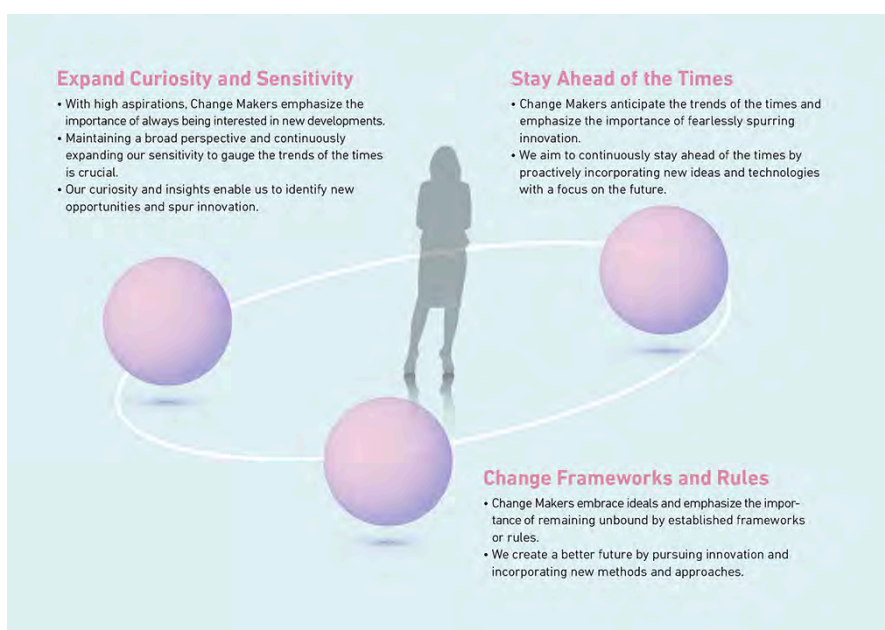




# Change Maker

## Human resources who augment each other's strengths through collaboration

A distinguishing feature of the Mitsubishi Estate Group's business model is the need to grow businesses by continuously creating new value and domains in accordance with new lifestyles and trends ahead of the times as a developer engaged in urban development, which is a long-term business. The Group requires employees to have the spirit to take on challenges without being bound by precedent, so that they can identify issues from fresh perspectives and augment each other's strengths through collaboration by using internal and external networks while leveraging the Group's strengths of a long-term perspective and forward-looking DNA.



## Measures

### Providing Training to Spur Innovation

Mitsubishi Estate provides training for employees newly appointed to positions where they will become managerial candidates. The training requires the candidates to rethink their aspirations and reform their own behaviors to spur innovation.

**FY2023 Results**

**Participation Rate: 100%**



## Using the 10% Rule System

We have introduced a system that seeks to have employees dedicate 10% of business hours to activities promoting business model innovation, or activities improving operational efficiency and transforming our corporate culture that contribute to such innovation. The content of the activities is included in assessments of human resources.

Employees are free to choose how they use their time and are currently working on a wide range of topics, such as developing measures to improve efficiency in their daily work, building networks with external parties, and preparing applications for the New Business Proposal System. An internal survey found over 70% of employees were engaged in business model innovation through such initiatives. We aim to increase that percentage even further.

### FY2023 Results

**Percentage of Employees Engaged  
in Business Model Innovation:  
71.0%**



## Achievements (Value Created)

### Taking On the Challenge of Developing a Flying Car Business

Mitsubishi Estate's involvement in a flying car business, which it positions as one element in the city of the future, began with the efforts of an employee who used the Company's 10% Rule System to realize business model innovation. A mobility revolution featuring flying cars will expand our business, creating a borderless world and transforming lifestyles—a prime example of a business that is ahead of the times.



Designed by Mitsubishi Jisho Design



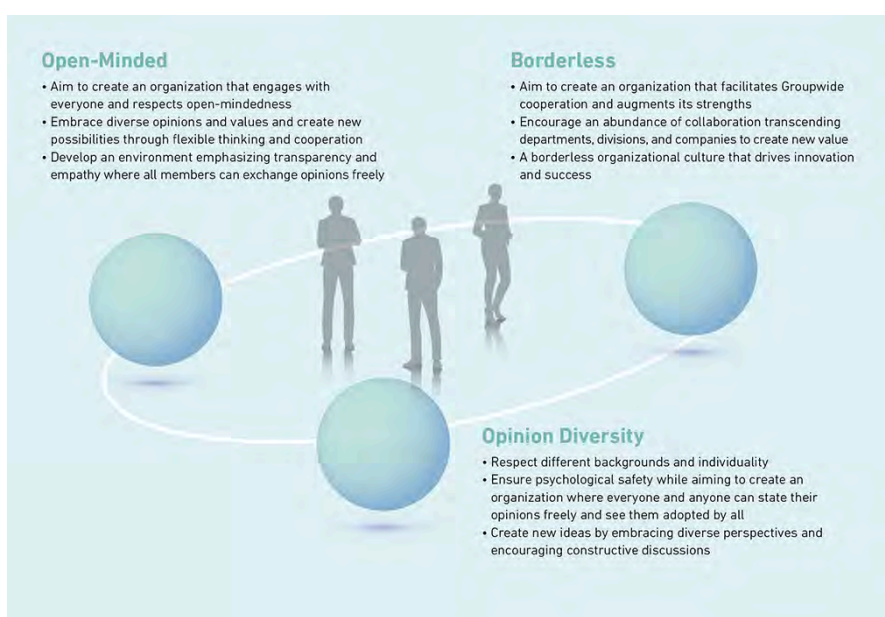
# Organizational Culture

## As One Team

### An organization that maximizes value by combining the strengths of each of its employees

The Mitsubishi Estate Group recognizes that accommodating diverse human resources and workstyles is crucial to managing and operating its businesses. The Group therefore aims to maintain a well-balanced composition of employees in terms of nationality, gender, age, career stage (graduate recruits and mid-career recruits), and other characteristics.

In particular, Mitsubishi Estate focuses on ensuring diversity in its recruitment through a range of initiatives, such as setting a target for female employees to account for more than 40% of its workforce every year, introducing a recruitment process for non-Japanese human resources in its graduate recruitment, and strengthening recruitment of mid-career hires (mid-career hires account for approximately 40% of new recruits in the average year). We also encourage a diversity of opinions to create an environment where employees can freely express their diverse values and views with peace of mind. In this way, the Group aims to achieve ongoing growth by creating a vibrant workplace.



## Measures

### Determining the Current State of Gender Diversity and Implementing Measures

In FY2023, Mitsubishi Estate conducted an attitude survey of all employees to determine the current state of gender diversity within the Company, sharing the issues that emerged with directors and members of the management team. Based on the survey results, in FY2023 we advanced measures to create an organizational culture that facilitates gender diversity. These include communicating messages from the president & CEO, becoming a signatory to the Women's Empowerment Principles (WEPs), and holding luncheons with executives and female employees as part of efforts to support the career development of women.

#### FY2023 Results

**Number of Respondents: 1,031**

**Response Rate: 81.6%**



## Holding Unconscious Bias Training

In FY2023, Mitsubishi Estate held unconscious bias training for all employees based on the results of the attitude survey outlined on the left to further instill opinion diversity. In each business unit, employees watched a video and engaged in discussions. In a post-training questionnaire, 99% of respondents stated that they understood the concept of unconscious bias.

### FY2023 Results

**Number of Participants: 1,277**

**Participation Rate: 97.0%**

## Future Direction

### Holding an Engagement Survey

Although we already monitor and disclose employee satisfaction levels (the proportion of employees responding in the affirmative to a question in the in-house, employee questionnaire, asking if they find their work rewarding), we plan to hold an engagement survey in FY2024 to identify organizational and individual issues in greater detail and implement measures aimed at ensuring that all employees work "As One Team."

## Personnel Evaluation System

Mitsubishi Estate conducts two types of personnel evaluations: MBO (Management By Objectives) and behavioral evaluation.

MBO is conducted once every six months, and targets for each job are set in advance by the employee and the primary evaluator, and the actual degree of achievement is evaluated.

Behavioral evaluations are conducted once a year to assess the degree of fulfillment of the five traits, and elements we seek within each trait defined for each grade ("People with vision," "Professional People," "People with Integrity," "People with Team-Building Skills," and "People with a Passion for Taking On Challenges and Innovation").

MBO and behavioral evaluations are graded by the evaluator, primary evaluator, and secondary evaluators and will be linked to bonus and salary.

The results of the evaluations along with expectations of the employee are communicated by the evaluator during the semi-annual feedback meeting.



# Initiatives for Human Resource Development

## Human Resource Development Programs

Mitsubishi Estate provides a range of training to recognize positions according to the growth stage and develop the skills of employees. The company supports individual growth through provision of programs such as joint Group training for new hires and newly appointed managers and skill development programs to help individual employees acquire the knowledge and skills they need and to encourage independent and self-directed study.

Target	Level-specific training	Capacity development program		Programs to support acquisition of qualifications
Directors	Director program	Group company executive management skill training program		<ul style="list-style-type: none"> <li>Registered Real Estate Broker license</li> <li>ARES Certified Master qualification</li> <li>Condominium Manager</li> <li>Facility Manager</li> <li>Certified Building Administrator</li> <li>Real Estate Consulting Master</li> <li>Real Estate Appraiser</li> <li>Redevelopment Planner</li> <li>Other</li> </ul>
Level 3 Management career	Level 3 New management career training	<b>Capacity development program</b> <ul style="list-style-type: none"> <li>Logical thinking</li> <li>Presentation</li> </ul>		
Level 2 Management career	Level 2 New management career training	Human resource development training	<ul style="list-style-type: none"> <li>Accounting &amp; finance</li> <li>Basic real estate</li> <li>Marketing</li> <li>Facilitation</li> </ul>	
Level 1 Management career	Level 1 New management career training	New manager training (organized Group-wide)	<ul style="list-style-type: none"> <li>Labor Standards Act</li> <li>Financial strategy</li> <li>Human resource development (coaching, behavior evaluation)</li> </ul>	
Level 3 Professional career	Level 3 New professional career training	Evaluator training	<ul style="list-style-type: none"> <li>Organizational development (leadership)</li> <li>Management strategy</li> <li>Global economy</li> </ul>	
Level 2 Professional career	Level 2 New professional career training		<ul style="list-style-type: none"> <li>Authority and responsibilities, required roles, Companies Act, etc.</li> <li>Risk management</li> <li>Compliance</li> </ul>	
Level 1 Professional career	3rd Year training		<ul style="list-style-type: none"> <li>General corporate law</li> </ul>	
	2nd Year training		<ul style="list-style-type: none"> <li>Human rights awareness &amp; diversity</li> </ul>	
	New recruit training		<ul style="list-style-type: none"> <li>SDGs Digital transformation (DX), and new business creation (design thinking, etc.)</li> </ul>	



## Offering a Wide Range of HR Development and Training Programs

---

The Mitsubishi Estate Group carries out a wide range of training programs to develop employees' capabilities and raise their awareness about compliance and human rights.

In addition to basic skill development programs, Mitsubishi Estate has established a range of elective skill development programs that give employees the opportunity to choose at their own initiative.

### Internship Program

---

Mitsubishi Estate runs an internship program to help interns understand the nature of the job and the industry.

### Mitsubishi Estate Group-Wide Training

---

- New recruit training/New recruit follow-up training/Self-care training
- 2nd Year training/3rd year training
- Joint time management training
- Marketing
- Presentation training
- Logical thinking training
- Practical coaching training
- Business law training
- Financial affairs & Accounting training
- New manager training/New manager follow-up training





## Global Human Resource Development Initiatives

---

As part of the Global Basic Skill Strengthening options to develop human resources capable of thriving on the global stage, Mitsubishi Estate provides programs such as short-term overseas language training and has introduced a system to subsidize second-language studies. Additionally, under the Global Business Skills Strengthening option, employees can take part in a training system where they gain practical experience at Group companies in the U.S., the U.K. and Asia. There are also study-abroad and business school programs available so they can develop the capabilities needed to perform in a global environment.

In addition to medium and long-term dispatch programs, there is also a lineup of short-term programs lasting approximately one month, making it easy for employees who are unable to leave the workplace for long periods of time to participate. Moreover, internal debriefing sessions are held after the training so that results and lessons can be shared widely with other employees, helping everyone see how a global mindset is relevant to their own work.

Mitsubishi Estate will continue to augment its training programs in and outside of Japan to ensure that they are useful to and available to employees in a wide range of positions.

## Consultations for Career Development

---

At Mitsubishi Estate, employees set goals for their own work, their contributions to the organization, and their skill development. They then review their achievements every six months via management by objective (MBO) consultations with supervisors. They also confirm the evaluation of their performance in these consultations, and salary changes are decided based on the results of these appraisals. The company also holds human resource consultations with every employee (with the exception of Level 3 management career employees and re-employed contract employees), aiming to solicit their views and requests of the company as well as to promote skill development.



# Utilizing Human Resources and Organizational Data and Information

---

## Utilizing Human Resources and Organizational Data and Information in Developing Recruitment Strategies

---

We analyze the number of applicants for each recruiting channel and the number of pages viewed on our recruiting website, and conduct recruiting activities while exploring more efficient ways to disseminate information to candidates.

We conduct our recruiting activities by considering the channels through which we can approach candidates with the necessary skills and experience.

We analyze the results of aptitude tests taken by candidates at the time of entry into the main selection process, and use the results in our recruitment activities for the following year and beyond.

## Conducting Periodic Employee Surveys to Analyze Conditions and Trends of the Company and Each Department

---

Once a year, we conduct a periodic employee survey on job satisfaction, openness of each department, and the status of operational efficiency.

Based on the survey results, we analyze the characteristic trends by department, branch, or position and grade to improve workplace environment and corporate culture.

## Consolidation and Utilization of Information on Human Resource Based on Management Strategies

---

We formulate personnel allocation plans that considering the number of employees, skills, etc. required, each department's job description, job characteristics, and plans, as well as company-wide management strategies.

In addition, we strive to promote and enhance performance of diverse individual employees by consolidating and utilizing employee information (assignment and job history, experience, career aspirations, etc.) through our personnel system and periodic personnel interviews.



## Policy on Human Rights

As a member of society, the Mitsubishi Estate Group is keenly aware of the importance of respect for human rights. To fulfill our responsibility to respect the basic human rights of all stakeholders, not only those involved in Group businesses, we set up the Mitsubishi Estate Group Human Rights Policy on April 1, 2018. The Policy was formulated and published under the name of the President & Chief Executive Officer of Mitsubishi Estate Co., Ltd. following deliberation by the Executive Committee and Board of Directors, and has been communicated to parties both in and outside the Group.

Respect for human rights is part of the Mitsubishi Estate Group Guidelines for Conduct, which all employees are expected to follow on a daily basis. These Guidelines stress the importance of respect for human rights and diversity, which means that employees show concern for human rights and the environment in the course of their business activities. The Human Rights Policy adds to this by mandating respect for the fundamental human rights of all the stakeholders involved in the Group's businesses, throughout its supply chain. The Mitsubishi Estate Group does not tolerate any form of discrimination and human rights violations based on nationality, race, color, language, religion, sex, gender, sexual orientation, gender identity, age, political or other opinion, national or social origin, property, disability, birth, class or other status in its corporate activities, and is committed to ensuring equal opportunity.

### Mitsubishi Estate Group Guidelines for Conduct (excerpt)

#### 4. Respect for human rights and diversity

We respect human rights and believe that diversity maximizes value.

1. We respect human rights at all times.
2. We reject discrimination and harassment in any form.
3. We strive to establish a creative and competitive organization that safeguards and respects the beliefs of the individual as reflected in the diverse communities in which we work and live.
4. We foster an open corporate culture in which all employees are encouraged to speak freely.





## Mitsubishi Estate Group Human Rights Policy (excerpt)

We uphold and respect international standards related to human rights. These include the International Bill of Human Rights, which sets out the fundamental human rights possessed by all the people of the world, and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, which contains requirements concerning fundamental rights in the workplace (freedom of association, right to collective bargaining, prohibition of forced labor, effective abolition of child labor, and prohibition of discrimination in recruitment and occupation). Moreover, we have formulated this policy based on the UN Guiding Principles on Business and Human Rights.

We help ensure that respect for human rights is actively practiced in all business activities, and that such activities do not infringe on the human rights of other people. If such activities nevertheless result in a violation of the human rights of others, efforts shall be made to minimize the negative impact.

We carry out human rights due diligence in order to minimize any negative impact caused by human rights violations occurring as a result of the Group's business activities. We maintain a framework for human rights due diligence and make improvements to the framework on an ongoing basis or if problems arise in order to improve its efficacy.

Furthermore, in the event that the activities of a business partner or any other individual or organization affiliated with the Mitsubishi Estate Group directly have a negative impact on the human rights of others, even if we were not directly involved in fostering such a negative impact, we shall endeavor to make improvements together with stakeholders to ensure respect for human rights and eliminate all violations.

[Mitsubishi Estate Group Human Rights Policy \(PDF 36KB\)](#)





# Mitsubishi Estate Group UK Modern Slavery Act Statement

Mitsubishi Estate has issued the statement to comply with Article 54 of the UK Modern Slavery Act 2015. The aim is to identify slavery and human trafficking risks in the Mitsubishi Estate Group and its supply chain, in addition to outlining the Group's initiatives to prevent and mitigate these risks.

FY2023 (PDF 157KB)

[PDF](#)

FY2022 (PDF 137KB)

[PDF](#)

FY2021 (PDF 82KB)

[PDF](#)

FY2020 (PDF 94KB)

[PDF](#)

FY2019 (PDF 197KB)

[PDF](#)

FY2018 (PDF 366KB)

[PDF](#)

FY2017 (PDF 1,980KB)

[PDF](#)

FY2016 (PDF 715KB)

[PDF](#)

## Promotion System

The Human Resources Compliance & Diversity Promotion Office in the Human Resources Department of Mitsubishi Estate Co., Ltd. implements activities to promote and ensure respect for human rights in collaboration with relevant departments of Group companies.

Mitsubishi Estate holds an annual meeting of its Human Rights Education & Diversity Promotion Committee (chaired by the director in charge of human resources) to review the status of its human rights and diversity promotion initiatives, exchange views on ways to improve programs, review that fiscal year's activity plan and share knowledge on recent human rights conditions and promotion of diversity.

The Mitsubishi Estate Group has joined the Tokyo Industrial Federation for Human Rights, the Corporate Federation for Dowa and Human Rights Issues, Osaka, and the Mitsubishi Human Rights Enlightenment Council. In addition to participating in training on social integration and other human rights issues, the Group is committed to addressing human rights issues, and participates in activities such as information gathering to expand this training to Group companies.



# Initiatives for Human Rights Due Diligence

Mitsubishi Estate has established the Human Rights Education & Diversity Promotion Committee and is working to ensure human rights are respected across the Group. The company also conducts human rights due diligence by looking at Group-wide issues and analyzing them by dividing the business into three areas: real estate development business, international business, and hotel business. In 2017, Mitsubishi Estate hired expert consultants and lawyers to conduct document-based research to assess human rights risk and identified the following as priority human rights issues.

- (1) Forced labor and child labor
- (2) Working conditions and working environments for employees
- (3) Safety of users
- (4) Discrimination against users
- (5) Impact on indigenous peoples and local communities
- (6) Breach of personal information
- (7) Working conditions and working environments for the workers of suppliers

## Mitsubishi Estate Group Initiatives

The Mitsubishi Estate Group is working to prevent damage to health caused by excessive work, promote work-life balance, and prevent workplace harassment.

Occupational Health and Safety / Health  
Management



Promoting Diversity



Employment and Labor Relations





## Initiatives in Real Estate Development Business

### Launching and Holding the Construction and Real Estate Human Rights Due Diligence Promotion Council\*

Acting as the organizer, Mitsubishi Estate launched the Construction and Real Estate Human Rights Due Diligence Study Group in September 2018 with the participation of eight real estate and construction companies. The United Nations Guiding Principles on Human Rights call on companies to avoid causing and exacerbating direct negative impacts on human rights as well as to endeavor to avoid and mitigate any adverse impacts on human rights with which they are indirectly involved in all facets of their business, including in their value chains. In light of this call, Mitsubishi Estate established the study group in collaboration with other companies in the real estate industry and with construction companies, with the aim of developing mechanisms to ensure human rights due diligence that also encompasses the supply chain. The study group identifies impacts on human rights arising from business activities and investigates and researches methods for addressing such impacts in order to fulfill the responsibilities called for by the United Nations Guiding Principles on Human Rights. Specifically, these responsibilities are to avoid infringing on the human rights of others and to devise measures to prevent, mitigate, and correct human rights violations with which study group participant companies are involved.

\* Name changed from Human Rights Due Diligence Study Group to Human Rights Due Diligence Promotion Council in April 2023

### Respecting the Human Rights of Foreign Technical Interns

The Group conducts interviews with foreign technical interns and requests its suppliers to instruct and make known to their associates, where it is assumed that many technical interns work, matters in the activities of technical interns that often go unnoticed, such as issues related to pay and daily life. More specifically, the Group has included these requirements in quotation specifications distributed from April 2020 onwards to keep construction companies informed.

### Using Sustainably-Sourced Timber for Concrete Formwork Panels

The concrete formwork panels<sup>\*1</sup> used in construction of offices and housing are made of lumber imported from Southeast Asia countries such as Malaysia and Indonesia. NGOs and other institutions have said that procurement of some of these materials involves illegal logging, including the taking of indigenous peoples' lands and the destruction of the environment.

From the perspectives of human rights and environmental protection, the Mitsubishi Estate Group uses timber that complies with the Sustainable Sourcing Code<sup>\*2</sup> (certified lumber or Japan-grown timber) or equivalent as the timber in its concrete formwork panels. The Group aims to achieve a usage rate of 100% by 2030. Mitsubishi Estate has requested construction companies to comply by including the requirements in quotation specifications distributed from April 2020 onward.

\*1 The plywood used as the formwork for pouring of ready-mixed concrete when constructing buildings.

\*2 The code, in which international agreements and guidelines for sustainability in different sectors are used as a reference, specifies guidelines and methods of operation aimed at implementing sustainability-oriented procurement, among other matters.



## Initiatives in International Business

When considering business activities in Asia, where there are many cases of human rights violations in general, the Group will conduct corporate human rights due diligence using checklists to confirm whether there were any issues such as forced evictions in the area. The result will be used in decision-making when participating in business activities. More specifically, based on the concept of Free, Prior and Informed Consent (FPIC), the Group checks on such matters as whether there are opportunities for free discussion in a safe place, whether dialogue is one-sided, whether there is any threatening language or conduct or any forced or violent exclusion, and whether relocation to an alternative location with an appropriate standard of living is guaranteed. In addition, the Group gives special attention to women, children, the elderly, indigenous people, migrants, ethnic and tribal minorities, and other socially-vulnerable individuals and groups as they are particularly susceptible to human rights violations.

## Initiatives in Hotel Business

Royal Park Hotels and Resorts, the company which operates 13 hotels in Japan, introduced certified wine and Fairtrade coffee in fiscal 2019 in order to implement initiatives for the sustainable development goals (SDGs).

Fair trade is an approach to trade that aims to improve the lives of producers and workers in developing countries that are in a weak position by consistently purchasing raw materials and products from developing countries at a fair price. As a hotel chain, Royal Park Hotels and Resorts endorses this approach and has introduced Fairtrade<sup>\*1</sup> and Fair For Life<sup>\*2</sup> certified wines at its full-service hotels and premium limited-service The Series hotels, and Fairtrade coffee at its full-service hotels.

The company has also provided information on Fairtrade products to restaurants occupying its hotels as tenants.

### \*1 Fairtrade certification

A system that certifies product raw materials comply with the economic, social, and environmental standards stipulated by Fairtrade International, including guarantee of minimum prices, safe working environment, and preservation of soil, water resources, and biodiversity, in their production, export and import, processing, and manufacturing, and that the raw materials and products of developing countries are traded under fair terms and conditions.



### \*2 Fair For Life certification

A certification system for fair trade and responsible supply chains by ECOCERT (established in 1991 in France), a world-leading certification organization with 23 branches around the world which provides a variety of organic certifications for agricultural and other products in over 80 countries.







# Ensuring Traceability in Newly-Built Condominiums for Sale

In its newly-built condominiums for sale, Mitsubishi Estate Residence is using concrete formwork panels\*1 based on sustainable sourcing standards for timber and to ensure traceability.

To ensure traceability, all companies in each stage of distribution, including logging and supply, must be certified. Mitsubishi Estate Residence has been working to ensure traceability by using timber that has obtained FSC forest management certification, which confirms that forests are properly managed, and a FSC chain of custody (CoC) certification, which verifies that timber produced in FSC-certified forests is managed and processed appropriately in the subsequent stages of distribution. However, there were still many companies ranging from formwork processors to construction companies that have not obtained CoC certification. This was an issue because certification doesn't cover the entire distribution chain, which meant that traceability was not completely ensured.

To address this issue, Mitsubishi Estate Residence has started an initiative to ensure traceability throughout the supply chain by building a scheme to obtain third-party certification from Japan Gas Appliances Inspection Association, a third-party certification body, based on the use of materials certified under the Programme for the Endorsement of Forest Certification (PEFC), a global alliance of national forest certification systems that mutually endorses their certification systems. The initiative commenced with The Parkhouse Komazawa Residence, which was completed in December 2021, and the traceability of the timber in concrete formwork panels in all buildings will be ensured in fiscal 2030. In order to strengthen the initiative, Mitsubishi Estate Residence will also aim to obtain international certification in addition to the third-party certification method. At The Parkhouse Takanawa Matsugaoka, which went on sale in July 2021, the company obtained FSC\*2 project certification for the supply chain component. This is a worldwide first-case\*3 of obtaining project certification based on FSC standards for concrete formwork panels, and has been achieved through cooperation with Kiuchi Construction Co., Ltd.

As a leading company in the newly-built condominiums for sale industry, Mitsubishi Estate Residence is working to make this an industry-wide initiative by communicating the issues and solutions both internally and externally.

\*1 The plywood used as the formwork for pouring of ready-mixed concrete when constructing buildings.

\*2 Forest Stewardship Council®: An independent, non-profit organization that promotes responsible management of forests worldwide and operates an international forest certification system.

\*3 According to research by Mitsubishi Estate Residence

See the following press releases for more details.

Enhancing Traceability of Concrete Formwork Panels Used in Newly Built Condominiums for Sale – Obtaining a World-First FSC® Project Certification for Concrete Formwork Panel (Japanese only) (PDF 1.3MB)

[PDF](#)

Using Concrete Formwork Panels Based on Sustainable Sourcing Standards and Ensuring Traceability in Newly Built Condominiums for Sale (Japanese only) (PDF 869KB)

[PDF](#)



# Assessment of Human Rights Risks Associated with Technology

The Company has set out the Mitsubishi Estate Digital Vision, which aims to promote new urban development that allows people to experience convenient living environments through digital transformation (DX). In FY2022, we identified and assessed the actual and potential impact on human rights of services and products related to technology for realizing our vision based on a human rights assessment process to promote business activities with consideration for human rights. We will explore appropriate countermeasures for preventing and mitigating human-rights risks.

## Establishment of Help Line on Human Rights

The Mitsubishi Estate Group has set up a helpline as a way for its employees to report any compliance issues including human rights violations, breaches of Code of Conduct and Guidelines for Conduct. It is available to Group full-time temporary and part-time employees. Investigation and fact confirmation are carried out concerning each report received and response measures are taken as necessary to improve the workplace environment. The Company's Legal & Compliance Department receives the reports through an external contractor and works with the Group companies that are subject of the reports, while protecting the privacy of the callers and whistleblowers, guaranteeing confidentiality and ensuring they receive no unfavorable treatment in the workplace. A dedicated compliance helpline has also been set up for external users such as suppliers and other business partners.



# In-house Educational Activities

## Ongoing Human Rights Programs

---

The Mitsubishi Estate Group provides training on human rights as part of its training for new employees on an ongoing, Group-wide basis. New employees learn about the Group's approach and initiatives on human rights as well as its Human Rights Policy, deepening their understanding of human rights.

Mitsubishi Estate carries out management career training on the prevention of workplace harassment including bullying and harassment and the reporting procedures for such incidents. Human rights lectures are also given every year to executives such as the company's president, directors and department managers, as well as Group company presidents.

Moreover, the Group provides training to instill the Mitsubishi Estate Group Rules on Prevention of Harassment. Mitsubishi Estate and some Group companies also carry out training on themes such as social integration. These training sessions all seek to cultivate a greater sense of human rights by raising participants' awareness of discrimination.

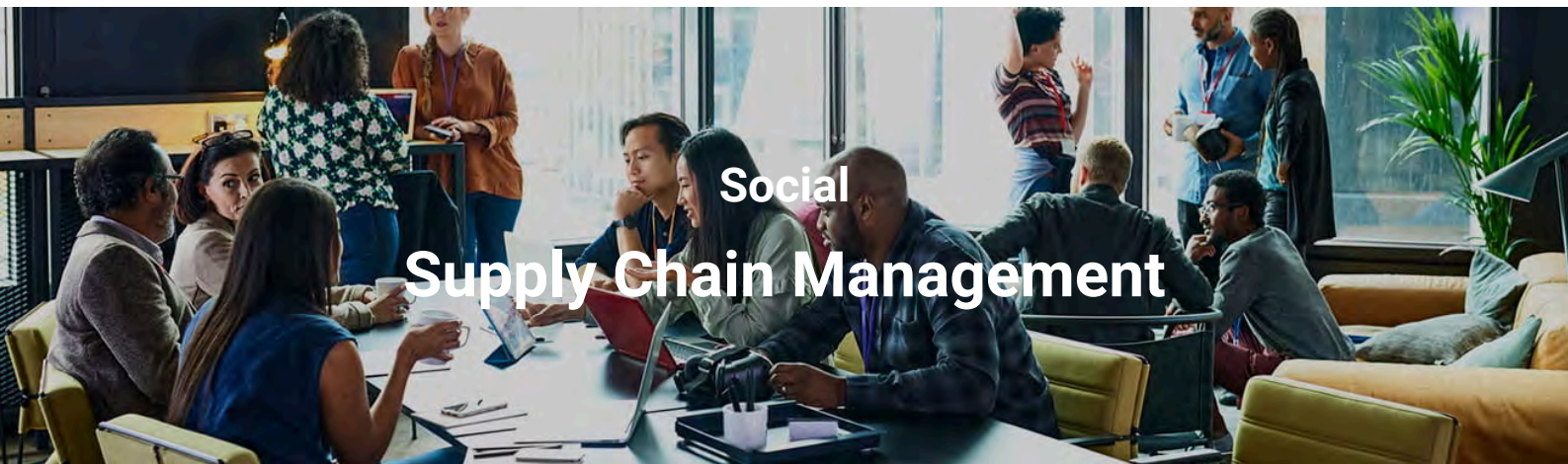
## Calling for Human Rights Education Slogans

---

The Mitsubishi Estate Group solicits suggestions for human rights education slogans every year. The winning entry will be published in *mec's*, the Group's communication magazine, providing an opportunity for readers to reflect on human rights.

## Regular Dialogue with External Stakeholders

Mitsubishi Estate Co., Ltd. engages in regular exchanges of opinions and dialogue with stakeholders, including NGOs and experts, in order to appropriately address a variety of issues, particularly human rights and environmental problems in its own operations and supply chain. The input obtained through these dialogues is used to improve and upgrade initiatives.



## Social Supply Chain Management

### Basic Policy and Approach

In order to help realize a sustainable and truly meaningful society through its business activities, the Mitsubishi Estate Group believes it is important to promote efforts across the supply chain. As such, the Group established the Mitsubishi Estate Group Supplier Code of Conduct based on the Code of Conduct and Guidelines for Conduct. It sets out obligations that suppliers are required or expected to fulfil, which include compliance with laws and regulations, respecting human rights, local communities, indigenous peoples' rights, and cultural heritage, occupational health and safety, establishment of corporate ethics, environmental conservation and reduction of environmental impact, ensuring information security and establishing a risk management system.

The Group asks its suppliers to also strive to notify this Code of Conduct to their business partners so that they understand and cooperate with its spirit and content, and thereby continue to promote efforts to fulfill its social responsibility across the supply chain with the aim of realizing a sustainable society.

### Establishment of Mitsubishi Estate Group Supplier Code of Conduct

The Mitsubishi Estate Group believes that, in order for it to contribute to the creation of a truly meaningful society through its business activities, it is crucial that it ensure responsible procurement not only for itself but also in cooperation with business partners across the entire supply chain. Based on this idea, the Group revised its CSR Procurement Guidelines, which were created in April 2016, and established the Mitsubishi Estate Group Supplier Code of Conduct in April 2022.

[Mitsubishi Estate Group Supplier Code of Conduct \(PDF 136KB\)](#)





# Mitsubishi Estate Group Order Action Guidelines

In accordance with the Mitsubishi Estate Group's Mission and Code of Conduct, Mitsubishi Estate has established the Order Action Guidelines, which all executive officers and employees placing orders with business partners must follow, to ensure that orders and contracts are administered with transparency and impartiality. The Guidelines are intended to ensure objectivity and economic rationality, but they also include rules on environmental conservation, information management and avoidance of any involvement with organized criminal elements. These Order Action Guidelines are shared by the entire Group, and order and contract processes are established and administered to suit the businesses of individual companies based on them.

## Promotion System

Mitsubishi Estate's Sustainability Management and Promotion Department, which is in charge of sustainability overall, and the Company's Human Resources Department, which is in charge of human rights and diversity, take the lead in supply chain management. Important matters are deliberated at the Sustainability Committee and the Sustainability Subcommittee, and they are reported to the Board of Directors. Board of Directors has oversight of implementation of the supplier ESG program. Outstanding Group initiatives are reported and shared at the committee and subcommittee. Mitsubishi Estate's Sustainability Management and Promotion Department also takes charge of notifying and coordinating efforts relating to the Mitsubishi Estate Group Supplier Code of Conduct.

Mitsubishi Estate engages in appropriate ordering and contracting. This includes the separation of the business organization and the ordering organization when placing orders with construction companies and the use of a self-check sheet for a self-inspection of compliance status, the results of which are reviewed objectively by the Company's Legal & Compliance Department. When placing particularly large construction orders, the Orders Surveillance Committee chaired by the Mitsubishi Estate President & Chief Executive Officer meets to deliberate from the perspective of compliance.

See the following for the system related to human rights.

[Human Rights Initiatives](#)





## Primary Initiatives

### Notification in and outside of the Group on the Supplier Code of Conduct

In order to ensure the dissemination of its Supplier Code of Conduct and Green Procurement Guidelines both inside and outside of the Group, Mitsubishi Estate publishes these guidelines on its corporate website. The Company also requests its suppliers to guide and encourage their partner companies to cooperate by distributing the Supplier Code of Conduct together with quotation guidelines.

The Mitsubishi Estate Group Green Procurement Guidelines



### Conducting Self-assessment Questionnaire(SAQ) on suppliers with high sustainability risk

In order to promote the improvement of sustainability and ESG-related initiatives throughout the entire supply chain, we are checking the status of suppliers' compliance with the Supplier Code of Conduct through SAQ. SAQ is conducted targeting "construction companies" and "cleaning companies." They are our significant suppliers considering the following aspects and risks.

- Environmental, Social, and Governance aspects<sup>\*1</sup>
- Country-specific risk<sup>\*2</sup> and Sector specific risk
- Business relevance (high-volume suppliers, and/or critical component suppliers to our businesses)

<sup>\*1</sup> Criteria for defining high ESG risks

1. Suppliers where migrant workers work as they may be vulnerable to human rights violations
2. Suppliers with high environmental impact
3. Suppliers having multiple consignment structure which may lead to governance risk

<sup>\*2</sup> We conduct SAQ on our business operations in Japan as most of our business is operated, and also in south-east Asia as considering country specific risk and human rights risks tend to be higher than other regions.

In addition to our tier-1 suppliers, we will also conduct SAQ on our tier-2 and subsequent suppliers. Through in-depth risk assessment of the supply chain, we will identify potential risks and request and require suppliers to make improvements based on the result of SAQ.

Our Supplier Code of Conduct refers to major international standards such as the International Finance Corporation (IFC) Environmental and Social Performance Standards, the Responsible Business Alliance Code of Conduct, and the Building Responsibly Principles. Our SAQ (supplier assessment) is carried out in order to check suppliers' compliance with the Supplier Code of Conduct.



In this context, we see working conditions and treatment of migrant workers, working hours of all workers, and establishment of grievance mechanisms as anticipated high-risk items.

We will also strengthen our supply chain management by promoting sustainability and ESG-related initiatives through on-site audit and other means in conjunction with SAQ.

## Initiatives in FY2022

We conducted SAQ with a total of 60 suppliers (5 projects; 43 construction companies, and 17 cleaning companies), including secondary and subsequent suppliers. In order to gain an accurate understanding of the status of sustainability promotion at suppliers, interviews with workers at supplier companies were conducted after the SAQ was completed at construction companies.

There were no violations, but we found that "establishment of helplines that can also be used by suppliers" and "establishment of helplines with multilingual support" were issues to be improved.

Based on an understanding of the actual status of suppliers, we will consider measures to address issues and strengthen supply chain management.

## Initiatives in FY2023

We conducted SAQ with a total of 26 suppliers (5 projects; 22 construction companies and 4 cleaning companies), including secondary and subsequent suppliers. In order to gain an accurate understanding of the status of sustainability promotion at suppliers, interviews with workers at supplier companies were conducted after the SAQ was completed at construction companies, and cleaning companies.

There were no violations, but we found that some suppliers have issues with "the status of taking holidays" and "lack of understanding about commission payment for foreign technical interns." We will consider solutions and improve understanding of those issues as industry-wide challenges.

In August 2023, we introduced "JP-MIRAI Assist," a helpline service for foreign nationals, to address the issues of "establishment of helplines that can be used by clients" and "establishment of helplines with multilingual support," which were issues found in fiscal 2022. As of March 2024, JP-MIRAI Assist has been introduced in about 20 projects at construction sites including Mitsubishi Estate, Mitsubishi Estate Residence, and Mitsubishi Estate Home. We will continue to expand the number of projects and the scope of introduction at Group companies.



## Evaluations of Business Partners in Each Business

Business	Social and environmental assessment
<b>Building Business</b>	<p>Mitsubishi Estate has adopted an evaluation system for subcontractors that assesses from multiple perspectives the quality, safety and hygiene, and environmental initiatives of construction companies engaged in subcontracted work in its Building Business. The subcontractors are given feedback on the results of the assessment, and asked to make improvements if necessary.</p>
<b>Condominium Business</b>	<p>Mitsubishi Estate Residence utilizes a Contractor Interview Sheet when selecting new subcontractors with which to partner, and confirms the subcontractors' conditions, including the headquarter organization's on-site support system. In addition, in order to enhance the quality of construction and ensure safety and hygiene on-site, the company asks the subcontractors to submit work schedules and construction plans to ensure in advance and places orders with an appropriate construction schedule. The company also strives to make improvements by ensuring good communication with subcontractors, such as holding meetings before the start of work and regular meetings during construction at each site and evaluating the contractor when the work is completed.</p>
<b>Custom-Built Housing Business</b>	<p>Mitsubishi Estate Home has established guidelines for its initiatives with business partners that take into account the unique characteristics of its business. The basic order unit price that will serve as the benchmark is set in agreement with the supplier as we strive to ensure equitability for the supplier.</p> <p>Business partners in the architecture, facility and electronics industries are evaluated comprehensively and fairly on the basis of a questionnaire given to the employees who are their point of contact, and also taking into account the number of customer referrals, workmanship and credit conditions. The number of buildings with which they will be entrusted is decided based on this evaluation along with the fixed unit price.</p> <p>In addition, clearly separating the manufacturer's product costs and the distribution costs until the product reaches the final delivery destination raises the transparency of product costs and distribution costs, enabling a fair evaluation of the material supplier and the manufacturer. When deciding on construction amounts, the costs of construction and operating expenses are accounted for separately, and efforts are made to prevent simple price competition.</p>





## Improving Quality and Safety during Condominium Remodeling

---

The employees of Mitsubishi Jisho Community work together with partner companies which deal directly with clients to improve quality, safety and customer service etiquette when it comes to repair work which must be performed while clients are in residence.

The company constantly aims to raise the level of construction quality by, for example, using the company's exclusive skills testing and registration system for technicians (private license system) and sharing aftercare case studies with partner companies once repair work is complete. They also put the safety of clients first during construction and work with partner companies to create work sites that are safe, secure and pleasant for all involved. In addition to all this, since 2011 the company has conducted a customer service questionnaire every year after the completion of a large-scale repair project, the results of which are used to provide feedback to partner companies and help improve customer service.

Every year from July to August, the company works with business partners to organize the Work Quality & Safety Promotion Rally, where it shares its goals of increasing customer satisfaction levels and carrying out safe and high-quality construction projects. The company also takes the opportunity to publicly acknowledge outstanding field representatives and people who performed excellently in the technical skills examination.

## Organizing Registered Contractor Workshops in the Custom-Built Housing Business

---

Since 1998, Mitsubishi Estate Home has organized registered contractor workshops for all subcontractors including artisans (workers with specialized skills related to building) and managers from partner companies. The workshops allow the company to guide and support participants as the master contractor, helping them learn about health and safety and how to improve safety, quality and appropriate behavior at construction sites.



## Promotion of Dialogue with Employees and Labor Union

Mitsubishi Estate supports the right to group negotiation and emphasizes problem-solving together with labor unions. The company forms labor agreements with the Mitsubishi Estate Labor Union and discusses issues that need to be resolved and the right course of development for the company to take on the basis of trust, in order to build positive relationships.

Moreover, in terms of labor hours, the company and labor union have signed the statutory agreement on overtime work (known as "36 Agreement") and work together to set internal management standards based on labor-management consultations to avoid excessive working hours for employees.

Mitsubishi Estate also holds a Labor Council as a forum for regular management dialogue on employee health and safety with the union whereby they report and discuss union members' requests and needs concerning these issues. Through these activities, Mitsubishi Estate strives to improve its workplaces and systems so that the needs of all union members can be reflected.

## Equitable Salary System

At Mitsubishi Estate, regular wage raises were discontinued in 2000, and a salary increase system based on skill development was adopted. A performance-based bonus system based on MBO and an objective performance evaluation and promotion system have also been adopted to raise employees' motivation to improve their work and skills. There are no salary discrepancies based on age, gender, or nationality for employees with the same job classification and grade.



## Payment of Fair Wages

The Mitsubishi Estate Group ensures payment of the minimum wage or above based on the laws in each of the countries where it conducts business.

See the following for average annual salary of employees at Mitsubishi Estate Co., Ltd.

[ESG Data > Social Data](#)



## Retirement Allowance Program

Mitsubishi Estate has established a lump sum retirement grant program as well as defined benefit and defined contribution corporate pension programs.



# Occupational Health and Safety

## Policy on Occupational Health and Safety

Beyond complying with the Labor Standards Act and other labor-related laws and regulations, the Mitsubishi Estate Group proactively takes various steps to maintain and promote the health of all its employees and ensure their safety.

Mitsubishi Estate has established the "Health Management Declaration" based on the belief that employees being healthy, both physically and mentally, and maximum performance are the source of corporate vitality. Under the Health Management Plan 2030, multiple KPIs\* have been set and performance is monitored annually to ensure continuous improvement.

In addition, with regard to the working environment, including occupational health and safety, we consult with the labor union and implement improvement measures and initiatives to create a comfortable environment for our employees.

Mitsubishi Estate Home Co., Ltd. conducts risk assessment regarding occupational health and safety for new and existing projects during formulation of its annual health and safety management plan and during hazard prediction activities on construction sites. The company implements safety measures on construction sites after identifying risks arising from the work and analyzing the possibility of occurrence and degree of impact.

The Mitsubishi Estate Group's Supplier Code of Conduct also includes items related to "Occupational Health and Safety" and requires compliance with the following items: "Compliance with laws and regulations related to occupational health and safety," "Occupational safety," "Occupational injury and illnesses," "Sanitation, food, and housing," and "Health and safety communication." We believe it is important for our suppliers to have a workplace that guarantees occupational health and safety, and we communicate with suppliers through self-assessment questionnaire and audit.

\* Percentage of high-risk group for metabolic syndrome (aged 40 or older\*): 14.8% by FY2030

Percentage of individuals whose results of their regular health checkup for all of the categories affecting the determination on lifestyle diseases were within normal levels (aged 40 or older\*): 32.8% FY2030

Cancer screening rate: 90% (every year from FY2021 - FY2030)

Maintain percentage of high stress group: 10% or lower (national average: 10%) (every year from FY2021 - FY2030)



## Management Structure for Occupational Health and Safety

---

Mitsubishi Estate holds a monthly Health Committee meeting chaired by the head of the Human Resources Department and industrial physicians, persons in charge of health and safety from the Human Resources Department, and a representative of the labor union attend. In this meeting, the number of occupational accidents, overtime work, and other items of high risk to the Company are reported.

## Primary Initiatives

---

### Participating in External Groups

---

To respond appropriately to the demands of society and employees, the Group proactively participates in workshops, conferences, and initiatives on labor standards and will continue to improve its efforts by incorporating outside knowledge.

### Response to Industrial Accidents

---

In cases of accidents or incidents leading to injuries or fatalities, we identify the cause(s) through such means as interviews and surveys of the employees involved and strive to prevent recurrence by considering and promoting improvement measures.

See ESG data for number of industrial accidents.

[ESG Data > Social Data](#)





## Preventing Excessive Work

---

The Mitsubishi Estate Group strives to comply with local laws regarding working hours and overtime in each country where it conducts business. The Group has also taken various initiatives to reduce excessive working hours.

Mitsubishi Estate has introduced a work management system that is linked with computer log-on/off times so that supervisors can follow employees' work conditions. Supervisors also meet one-on-one with their subordinates to discuss workload and task difficulty so they can understand conditions that may impact their health. Any employee, including those in managerial positions, who works more than 80 hours of overtime in a month is encouraged to have a checkup with an occupational physician. This is a part of Mitsubishi Estate's commitment to helping employees manage their health.

In order to promote work-life balance, the company adopted a flex-time schedule for all employees in fiscal 2016 and implemented initiatives such as the "positive off movement" to help employees make plans to take days off and encourage them to take paid leave. In fiscal 2017, the company introduced an hourly paid leave program and a tele-working program. The company is also making efforts to create a healthy and innovative working environment led by the B×S Promotion Committee, an organization under the direct supervision of the President established in the same year.

## Managing Employee Health through Medical Examinations

---

Mitsubishi Estate carries out a scheduled medical examination once a year for all employees to help them maintain and improve their health. In 2016, the company added electrocardiographs and stomach ultrasounds (for persons 35 and older) to further improve detection of lifestyle diseases. We also take the time to provide follow-up examinations, urgent examinations and meetings with occupational physicians depending on the results of the medical examinations. To improve the screening rate, individual notices with information about medical examinations are sent to people who miss their examinations.

## Training and Education on Health and Safety

---

At Mitsubishi Estate, all new managers are required to take mental health training. This training aims to deepen understanding of mental health and improve occupational health and safety within the organization by providing knowledge required for managers on managing members with regard to these issues, such as ((1) prevention, (2) how to respond to employees with mental health issues when they occur, (3) how to engage with employees returning to the workplace who had mental health issues, (4) workplace improvement measures, etc.).



## Conducting Stress Check Tests

---

Mitsubishi Estate conducts stress checks once a year for all employees. The Human Resources Department analyzes the results for the entire organization and each department, and the Human Resources Department provides feedback to the managers of each department. And they have discussions regarding health issues that each department has and occupational health and safety.

# Health Management

## Policy on Health Management

---

Mitsubishi Estate advocates health management, in which it considers employee health from a management perspective and works on it strategically. Based on this perspective, Mitsubishi Estate established the Health Management Declaration in October 2016 to systematize initiatives and plans the company and the health insurance union has carried out thus far, articulate the top management's commitment, and ensure further improvements in maintaining and improving employee health.

### Mitsubishi Estate Health Management Declaration

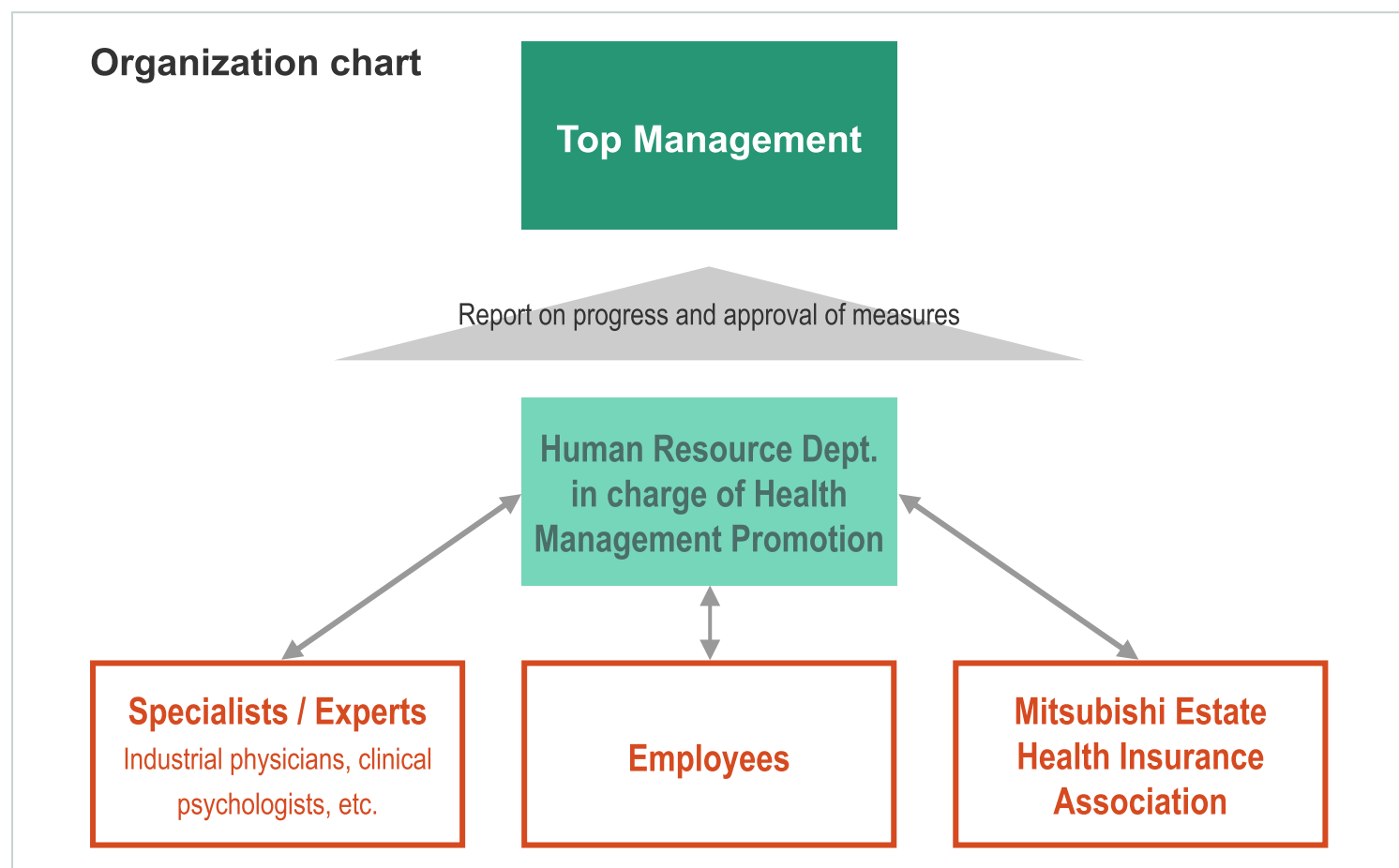
Mitsubishi Estate believes that the source of corporate vitality is maximizing employee performance through both mental and physical health.

With the aim of creating a vibrant workplace advocated in the Mitsubishi Estate Group Code of Conduct, the company will further develop the activities to maintain and improve employee health that it has worked on thus far and continue to promote health as we work together with the health insurance union, the Mitsubishi Estate Labor Union, employees and their families.

In addition, based on the Mission of the Mitsubishi Estate Group to contribute to society through urban development, we will continue contributing to the society at large by supporting health promotion for the people who live, work and relax in the communities.

## Promotion Structure for Health Management

The director in charge of human resources has been appointed as the "Health Management Promotion Officer," and the company, employees, and health insurance association are working together to promote health management. In addition, the company has agreements on health and safety in the labor agreement, and strives to ensure the health and safety of employees through health checkups and safety-related education.



## Health Management 2030

Complementing the ESG initiatives in the Long-Term Management Plan 2030, and after reanalyzing the findings of the fiscal 2020 health checkups, Mitsubishi Estate has formulated Health Management 2030, a set of health-related KPIs, and is working to achieve improvements in employees' health.

See the following for results of the KPIs.

ESG Data > S: Social data > (1) KPI > Health Management







## Health Management 2030 KPIs

	KPI	2025 targets	2030 targets
Lifestyle diseases	Percentage of high-risk group for metabolic syndrome (aged 40 or older*)  *Percentage of individuals whose results of their regular health checkup for any of the categories affecting the determination of lifestyle diseases reached or exceeded the level at which medical attention is recommended	25.6%	14.8% (equivalent to national average; approximately 60% of FY2019 percentage)
	Percentage of healthy group (aged 40 or older*)  *Percentage of individuals whose results of their regular health checkup for all of the categories affecting the determination on lifestyle diseases were within normal levels	20.85%	32.8% (equivalent to national average; approximately 370% of FY2019 percentage)
Malignant growths (cancer)	Cancer screening rate	Cancer screening rate: 90% (every year from FY2021 - FY2030)	
Mental health	High stress group	Maintain percentage of high stress group at 10% or lower (national average: 10%) (every year from FY2021 – FY2030)	

## Primary Initiatives

### Initiatives on Employee Health Promotion

Beginning in fiscal 2017 a subsidy program was set up for health-promoting programs (sports activities, checkups not covered by health insurance, etc.) for employees with the “Cafeteria Plan.”\*1

It also strives to raise employees' awareness of health by holding health-related in-house exercise events and seminars, including a physical improvement competition.\*2

\*1 This program enables employees to use points allotted to them to choose programs from a menu set by the company (sports activities, checkups not covered by health insurance, etc.).

\*2 Five-member teams representing each department compete for rankings, with changes in fat and muscle mass and number of steps taken over the last two months converted into points.



## Initiatives on Health Issues (Lifestyle Diseases, Cancer, and Mental Health)

### Lifestyle Diseases

- Mitsubishi Estate analyzes health screening results and in collaboration with the health insurance union provides measures for employees at risk of lifestyle diseases (programs designed to prevent more severe disease<sup>\*1</sup>) and encourages individual participation in specific health guidance to improve overall participation.

### Cancer

- In addition to making mandatory the screening for the five cancers recommended for screening in Ministry of Health, Labour and Welfare guidelines according to employees' age, Mitsubishi Estate has established a system to subsidize the cost of screening for other cancers with the aim of early detection and early treatment.

### Mental Health

- In order to strengthen the consultation system from the perspective of improving mental health, Mitsubishi Estate has included psychiatrists as occupational physicians.
- Since fiscal 2016, Mitsubishi Estate has expanded systems for absence and leave due to injury and illness and established a return to work support program for employees with mental illness that have required a long-term absence or leave.
- In addition to providing mental health training for newly hired employees and newly appointed managers by advising physicians, Mitsubishi Estate implements regular education on mental health for managers, including e-learning.

\*1 Programs designed to prevent more severe disease: lifestyle improvement and guidance programs provided by medical institutions

Please see the following for the Mitsubishi Estate Health Management Strategy Map

Mitsubishi Estate Health Management Strategy Map (PDF 75KB)

PDF



## Winning Recognition under the Certified Health & Productivity Management Outstanding Organizations Recognition Program

Mitsubishi Estate has been recognized as an outstanding organization in health management under the Certified Health & Productivity Management Organization Recognition Program run by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.

See the following for the latest information on the certification.

[External Evaluations of ESG Performance](#)



## Addressing Infectious Diseases and Other Global Health Issues

The Mitsubishi Estate Group regards health problems due to infectious diseases such as the recent COVID-19 pandemic as well as HIV/AIDS, tuberculosis, and malaria as a global issue. In order to protect employees from these kind of health problems, the Group instructs expatriate employees and their accompanying family members to receive the vaccinations recommended by government quarantine stations for each destination prior to travel. In the location of an overseas posting, we also provide medical consultation services, which include hospital arrangements, and ensure to make clean, safe, serviced apartments and condominiums available. Through these activities, we provide support for employees and their families to live overseas in good health and safety.




## Social Enhancing Customer Satisfaction

### Basic Policy and Approach

The Mitsubishi Estate Group has made clear in the Group Code of Conduct that it strives to earn the trust of its clients and works to create safe, reliable and improved products and services through communication with its customers.

### Mitsubishi Estate Group Declaration on Customer Respect

The Mitsubishi Estate Group established the Mitsubishi Estate Group Declaration on Customer Respect on April 1, 2018.



Mitsubishi Estate Group Declaration on Customer Respect (PDF 61KB)



Information on Activities Related to the Declaration (Follow-up Activities) (PDF 146KB) (Japanese only)



### Promotion System

When the Group receives comments or complaints from clients, the customer service personnel of each Group company receive them and, routinely, field staff are sent to the site to handle issues in person. The opinions received from clients are attended to sincerely, fairly, and impartially. Mitsubishi Estate collects matters that should be handled by the whole Group, reports them to management, and makes the necessary changes in its business activities. For items where correction is needed, the relevant departments all work together to handle the matter promptly.



# Primary Initiatives

## Implementing Tenant Satisfaction Surveys

Mitsubishi Estate implements customer satisfaction surveys for with the tenants of its office buildings. The surveys mainly check the level of satisfaction with the management and operating systems of each building, and the company makes improvements as needed based on the survey results.

See the following for the survey implementation rate.

[ESG Data > S: Social data > \(2\) Other > 2. Diversity > Employee satisfaction and customer satisfaction](#)



## Responsible Advertising Activities

Mitsubishi Estate Residence Co., Ltd. has created a "Real Estate Advertisement Creation Manual" that we revise as necessary. We interpret the regulations and conduct our business in conformance with our obligations established by the real estate advertising rules set forth in the "Fair Competition Codes Concerning Indication of Real Estate" and "Fair Competition Codes Concerning Limitations on Premiums Provided by Real Estate Businesses." In view of specific cases experienced in the course of conducting our business, we have clarified our policies with regard to various scenarios and have compiled them in an easy-to-understand, practical manual.

It can be used as a guide for sales activities and designing advertisements, of course, but we also provide it to people associated with the real estate business to be applied as a reference manual for conducting activities in an autonomously ethical manner. We strive to ensure we never betray our customers' trust by encouraging false expectations or by failing to inform customers of things that would be to their disadvantage.



## "Five Eyes" to Create Quality Residences

Mitsubishi Estate Residence proposes the peace of mind and quality required in condominiums with five areas of focus using "Five Eyes," an original system for all properties it offers under its The Parkhouse brand of condominiums for sale (some features available only in the Tokyo metropolitan area).

### Five Eyes



CHECK EYE'S



ECO EYE'S



CUSTOM EYE'S



LIFE EYE'S



COMMUNITY EYE'S

- Check Eyes: Mitsubishi Estate Residence's original quality management and performance labelling system
- Eco Eyes: cutting-edge environmental specifications
- Custom Eyes: consultancy to help create a comfortable home including interior design
- Life Eyes: a security system jointly developed with Mitsubishi Jisho Community and the security company Secom Co., Ltd.
- Community Eyes: 24-hour, 365-day condominium management support for continued peace of mind after moving in

"Five Eyes" Creating Quality in our Residences



## Introducing the NPS Scheme to Increase Client Loyalty in the Condominium Business

For our clients, the purchase of a condominium is a life-changing decision. Mitsubishi Estate Residence has introduced the Net Promoter System (NPS) to measure client loyalty not only before they make the purchase but also after they move in. Surveys are administered to clients at every phase – from the initial visit to contract signing to handing over, a year after moving in and two years after moving in – to gauge client endorsement levels. The reasons given are also noted and presented to the relevant departments as feedback to help improve products and services. While the comments received are occasionally harsh, the NPS scheme is still a valuable resource that helps the company boost client loyalty even higher.

See the following for evaluation results.

ESG Data > S: Social data > (2) Other > 2. Diversity > Employee satisfaction and customer satisfaction





## Owner's Survey

---

Mitsubishi Estate Home carries out owner's surveys to improve customer satisfaction and archives the results in a database that it shares with the rest of the company. The company is focused on strengthening its customer service via its home consulting services, which is a core component of its residential program starting from the initial stage and extending long after purchase. The survey results show that these efforts are paying off. We will strive to further increase customer satisfaction going forward through strengthening service capabilities and product design from the customer's perspective.

## Improving Client Satisfaction with Architectural Design Management Operations

---

Mitsubishi Jisho Design strives to improve client satisfaction as part of its ISO 9001 quality management system. The company has compiled a list of "Don'ts" for design management operations which is shared on the company's intranet. Moreover, when a project is complete, the whole project is analyzed and assessed using the level of compliance with the client's requests as the standard.

## Well-being Initiatives in Urban Development

Chiyoda Ichibancho Project (tentative name), an office development project underway in Chiyoda-ku, Tokyo, is the first tenant building in Japan to receive precertification for WELL Core—which can be acquired by buildings occupied by tenants—under WELL v2, the latest version of the WELL Building Standard (WELL Certification), an international ratings system for buildings that emphasizes the health and well-being of people.

This certification is based on the following criteria: Air, Water, Nutrition/Food, Light, Physical Activity, Thermal Comfort, Acoustical Comfort, Materials, Mind, and Community. In this project, the property design and construction incorporated the required elements based on these items. In particular, "promotion of urban development in line with the development concept," "introduction of a panel heating and cooling system," "the facilitation of fitness for workers," and "provision of operable windows that offer ample natural light" were highly evaluated. The project also incorporates "Accessibility" and "Biophilic Design," elements related to wellbeing that are required in addition to certification.



## Social Social Contribution Activities / Support for Communities

### Basic Policy and Approach

The Mitsubishi Estate Group has set out to "contribute to creating a truly meaningful society through urban development" as stated in its Group mission. The Group has also established the Mitsubishi Estate Group Code of Conduct to articulate the actions needed to implement the carrying out of this mission. Further, it has implemented the Mitsubishi Estate Group Guidelines for Conduct which set out the specific standards of conduct in order to realize "who we aspire to be, how we aspire to be perceived, and what we should do in order to achieve these aspirations," as established in the Code of Conduct. The Group Guidelines stipulate the realization of sustainability, and we endeavor to ensure continued enhancement of corporate value, sustainable social development, and conservation of the global environment by creating long-term value through sound business practices.

In addition, the Group established its Guidelines on Social Contribution Activities in April 2008, revising the Social Contribution Activity Philosophy (created in 1994) from viewpoints including changing social issues and the necessity of implementing Group-wide initiatives. Group companies abide by these guidelines when conducting their activities as they engage in their respective businesses.

We also implement community investment, engage with NGOs, and participate in initiatives to better contribute to the society. Our focus areas – harmony with the local community, support for culture and the arts, environmental conservation, and social welfare – are set out in the Group Guidelines and linked to the Group's business strategy.

#### Mitsubishi Estate Group Guidelines on Social Contribution Activities

- 1. Solutions to social issues together with corporate growth:** As a good corporate citizen, we work to resolve social issues with the added benefit of achieving corporate growth through such activities.
- 2. Development of activities characteristic of the Mitsubishi Estate Group:** We carry out unique social contribution activities, both within and outside its business spheres, which are characteristic of the Group and utilize its management resources.
- 3. Ties with community:** We engage in transparent and fair activities in affiliation with various groups, based on equal footing, trust and dialogue.
- 4. Priority areas:** We prioritize harmony with the local community, support for culture and the arts, environmental conservation and social welfare.





## Goals and Achievement Status

The Mitsubishi Estate Group has established “Sustainability of the Mitsubishi Estate Group and Society: Four Key Themes” under its Long-Term Management Plan 2030 as a means to accelerate its efforts to resolve social issues through business activities and continue to be a company needed by the next generation. The Group is working to achieve the policies and targets it has set out in line with these four key themes, which are to (1) pursue tangible and intangible aspects of urban development that it can proudly pass on to the next generation, (2) maintain our commitment to reducing environmental impact, (3) consider people, empathize with people, protect people, and (4) create and circulate new value.

The Group will also promote initiatives with an eye on these key themes in its social contribution activities. We will engage in autonomous activities in the areas of harmony with local communities, support for culture and the arts, environmental conservation, and social welfare, the four priority areas under the Mitsubishi Estate Group Guidelines on Social Contribution Activities. In addition, we will work to enhance the value of the neighborhoods and create economic benefits through partnership and collaboration with diverse stakeholders, including NGOs, NPOs, and the public and private sectors, while continuing to contribute to solving social issues by joining and supporting a variety of organizations.

## Programs to Support Employee Volunteer Activities

The Mitsubishi Estate Group is working to create an environment that makes it easy for people to volunteer, such as by establishing Volunteer Support Programs available to employees including Group companies.

### Overview of Main Programs

Program	Overview
Days off for volunteering	Employees can use their accumulated days off (special PTO) for volunteering
Social learning	Employees can volunteer during working hours
Volunteer insurance*	The company provides insurance that compensates for accidents during volunteering (also for family members)
Activity fee subsidy*	The company partially subsidizes volunteer participation and travel expenses (also for family members)
Subsidy program for volunteer's travel expenses to disaster-affected areas*	The company partially subsidizes travel expenses for volunteering related to disasters covered under the Disaster Relief Act (also for family members)

\* Program including Group company employees

See the following for the usage results of these programs.

[ESG Data > S: Social data > \(2\) Other > 2. Diversity > Number of employees using personnel programs](#)





# Initiatives Related to the Health and Wellbeing of Visitors and Tenant Workers

## Megourmake Project Aiming to Build Enriched Relationships Between Regional and Urban Communities through Food and Agriculture

Mitsubishi Estate is developing facilities to support businesses and industries related to food and agriculture at the Otemachi Gate Building (previously known as Uchikanda 1-chome Project) scheduled for completion in January 2026. Ahead of the opening of these facilities, in partnership with Loftwork Inc., SIGMAXYZ Inc., and 70seeds, Inc., Mitsubishi Estate has initiated the Megourmake Project to support the endeavors of the regional producers and processors for the food industry, agriculture, fisheries, and livestock industry of the future.

In collaboration with regions throughout Japan, including Miyazaki City in Miyazaki Prefecture, we will provide support for the players involved in food and agriculture to co-create and take on challenges by holding “table conferences” in regional areas so that local communities can learn from one another and create new inter-regional relationships.

The Megourmake Project will encourage interaction between the producers who nurture rural communities and the consumers who live in urban communities and contribute to the development of rich food culture and an enriched society by expanding hubs for food and agriculture co-creation and networks with local governments nationwide.

Megourmake Project (Japanese only)





# Initiatives Related to the Health and Wellbeing of Visitors and Tenant Workers


## EAT & LEAD – Providing Opportunities to Build "Standards of Value for Happiness" through Food


Mitsubishi Estate launched the Food Education Marunouchi Initiatives in 2008. The company has since developed numerous food-related programs working in partnership with producers, consumers, and restaurants with the aim of creating a physically and mentally healthier society. These initiatives include the inauguration of the Marunouchi Chef's Club<sup>\*1</sup> and Will Conscious Marunouchi<sup>\*2</sup>, as well as hosting more than 200 events.



Mitsubishi Estate has relaunched the project in 2021 under the name EAT & LEAD, with the desire to continue to lead and set the pace for the development of venues where each individual can achieve personal happiness and growth through healthy eating habits.

Under the EAT & LEAD project, Mitsubishi Estate will develop a variety of workshops and programs dealing with food based on the three actions of increasing receptivity to food, increasing awareness of food consumption, and raising understanding of the cycle of support and growth. The aim is to help each individual examine their own measure of happiness and create opportunities for them to enhance self-fulfillment while creating a richer future together. Based at MY Shokudo Hall & Kitchen, a hall with an attached kitchen nestled on the 3rd floor in TOKYO TORCH Tokiwabashi Tower located in front of the Nihombashi Exit of Tokyo Station, EAT & LEAD nurtures connections among food professionals, rural regions, and consumers while promoting programs designed to pinpoint changing values and address social issues yet to be explored.

\*1 **Marunouchi Chef's Club** : Chaired by Yukio Hattori and mainly composed of chefs who own restaurants in the Marunouchi area, the Marunouchi Chef's Club was established in February 2009 with the aim of proposing and disseminating ideas about food.

\*2 **Will Conscious Marunouchi** : A project aimed at supporting working-age women to learn together about the options for a more fulfilling future. In partnership with various companies, the goal is to create a model case for a society that enables women to work long term in good health through urban development while building upon the knowledge and opinions obtained from the Marunouchi Infirmary survey.

EAT & LEAD website (Japanese only)



## The Marunouchi Infirmary for Working Women

Mitsubishi Estate is promoting the "Marunouchi Infirmary" as part of its "Will Conscious Marunouchi" project to help working women shape their future. The "Marunouchi Infirmary," born from the voices of women working in Marunouchi, is an activity to improve health literacy and provide health support to promote understanding of PMS, pregnancy and childbirth, menopause, and other issues that affect women in the workplace as well as in their own bodies and minds.



Through these activities, we are promoting well-being in urban development by working not only with our company but also with other companies that support our efforts to create a comfortable working environment and culture for women, so that working women can broaden their options in their changing life stages.



[Marunouchi Infirmary \(Japanese only\)](#)



## New Business to Promote Wellbeing for Diverse People

WELL ROOM Co., Ltd., which originated from Mitsubishi Estate's in-house venture system, operates WELL ROOM, a healthcare service which assists in the lives of foreigners working at Japanese companies. The service is aimed at companies that want to provide support for their employees to maintain and manage their health, given the current lack of support related to health and medical care, including a low number of medical institutions with multilingual services. WELL ROOM services cater for multiple languages and cultures including referrals to medical institutions that provide health checkups and mental health and industrial physician consultation services to create an environment in which foreign nationals working in Japan can receive healthcare services with ease.

In July 2024, Mitsubishi Estate also launched YUARITO, an accommodation service with post-natal care. It provides post-natal mothers with 24-hour support by qualified midwives, nurses, and childcare workers in the guestrooms of the Royal Park Hotel (Chuo-ku, Tokyo). This provides mothers and families who are suffering from lack of sleep and anxiety about childcare with the time, space, and reliable information and services to enable them to relax and rest and establish a positive living environment after giving birth.

\* Both WELL ROOM and YUARITO are initiatives that originated from the new business proposal program for employees.

[WELL ROOM website](#)



[YUARITO website \(Japanese only\)](#)





# Building Communities

## Area Management Led by the Council for Area Development and Management of Otemachi, Marunouchi and Yurakucho

The Council for Area Development and Management of Otemachi, Marunouchi and Yurakucho (OMY Council) is a consultative body made up of landowners in the Otemachi, Marunouchi and Yurakucho districts (also known collectively as "OMY area"). Mitsubishi Estate serves as the presiding company of the Council.

Since the establishment of its predecessor organization in July 1988, the Council has set up infrastructure for urban space as well as promoting safe and secure urban planning that is sustainable and resilient in the wake of disasters. The objective is to create communities by developing and utilizing urban spaces appropriately and effectively.

The NPO OMY Area Management Association (also known as "Ligare") was established in 2002, with the goal of raising the area's value not only through the creation of physical facilities and spaces, but also via social initiatives, including the provision of corporate networking events, generation of local vitality, and support for the operation of community buses. Ligare manages Urban Terrace, in which the street space on Marunouchi Naka-Dori Avenue opened for pedestrians, allowing them to enjoy various events on the streets. It has also extended the scope of its activities to include Destination Marketing/Management Organization (DMO) Tokyo Marunouchi, which aims to invite international conferences and other meetings, incentives, conferences and events (MICE) to the area.

In addition, the Association for Creating Sustainability in Urban Development of the Otemachi, Marunouchi and Yurakucho Districts (also known as the "Ecozzeria Association") works on business creation aimed at realizing a sustainable society. The association operates the 3×3 Lab Future, a hub for interaction in the community, that is a "third place," neither home nor office, and holds seminars and workshops on a variety of social issues such as the environment and energy, regional revitalization, women's empowerment, and biodiversity. 3×3 Lab Future generates cycles of innovation by creating interaction between diverse human resources cutting across industry and sector boundaries, including government and academic institutions as well as private-sector companies.



Urban Terrace





Marunouchi Naka-Dori Avenue becomes increasingly important as the center of the area's vitality (left: around 1967; right: around 2018)

Council for Area Development and Management of Otemachi, Marunouchi and Yurakucho



Ligare (Japanese only)



Ecozzeria Association





## Initiatives to Connect with the Next Generation at the TOKYO TORCH District

Mitsubishi Estate has been implementing initiatives to help build the community at TOKYO TORCH, an urban center that it has developed at the Nihonbashi Exit of Tokyo Station. Together with Nakagawa Masashichi Shoten, a traditional craft shop based in Nara Prefecture, boasting 300 years of history, Mitsubishi Estate launched the Another Japan joint project in summer 2022. This shop sells regional specialties, using university students from all 47 prefectures of Japan divided into six groups acting as management, handling everything from purchasing to customer service and sales. The experience gained here will teach them about regional areas and management, in hopes of helping them choose their own hometowns as future places to work. This will in turn bring true revitalization to these communities with the aim of making it a place that creates a beneficial cycle for making Japan a better place.



18 Another Japan first term settler students

TOKYO TORCH project website (Japanese only)



Another Japan website (Japanese only)



## "Experience Nature" Project

Since 2008, the Mitsubishi Estate Group has been implementing the "Experience Nature" Project with the NPO Egao Tsunagete (which literally means "connecting smiles" in Japanese), located in Hokuto City, Yamanashi Prefecture, with the goal of creating a society where urban and rural communities pool their resources and help to revitalize one another.

With this project, in addition to working with the local government to promote effective use of Yamanashi Prefecture-produced timber, employees help to cultivate and restore abandoned farmland to produce sake-grade rice using agricultural methods that do not use pesticides or chemical fertilizers.

Since 2010, the company has been working with local sake breweries and long-established confectionery stores to create new products by processing the sake-grade rice harvested through cooperative efforts into various forms, such as junmai-shu sake Marunouchi and confectionery made from sake lees. These activities and products symbolize Mitsubishi Estate's sustainability efforts and have been utilized in a variety of settings.





In fiscal 2017, to celebrate the 10th anniversary of the project, junmai-shochu Otemachi, a distilled rice liquor, was released. Of the harvested sake-grade rice, the rice that did not meet the standard for junmai-shu sake was effectively utilized to produce the junmai-shochu. This shochu was developed with a brewery in Hokuto City using natural yeast (hanakoubou) obtained from sunflowers, the official flower of Hokuto City, in collaboration with the Department of Fermentation Science at Tokyo University of Agriculture.

During the course of each year's sake-grade rice cultivation, we conduct hands-on rice planting and harvesting tours for Group employees. These tours have evolved into an opportunity for learning about the SDGs by fostering environmental awareness and deepening understanding of biodiversity issues.



Experience Nature Farm in Masutomi, Hokuto City, Yamanashi Prefecture



Junmai-shu sake Marunouchi produced by Yozotenu Jozoten



Junmai-shochu Otemachi produced by Takenoi Shuzo

## Official Partner of the Japanese Para-Sports Association

Mitsubishi Estate became the official partner of the Japanese Para-Sports Association, also known as the JPSA, in April 2019.

The JPSA was established as the umbrella group for promoting the growth of parasports in Japan thanks to the 1964 Tokyo Paralympics Games. The Mitsubishi Group supports the JPSA cause of creating a vibrant, inclusive society, and together with the JPSA is actively engaged in efforts to grow para-athlete sports. Group employees also support parasports events as volunteers and spectators to add to the excitement.





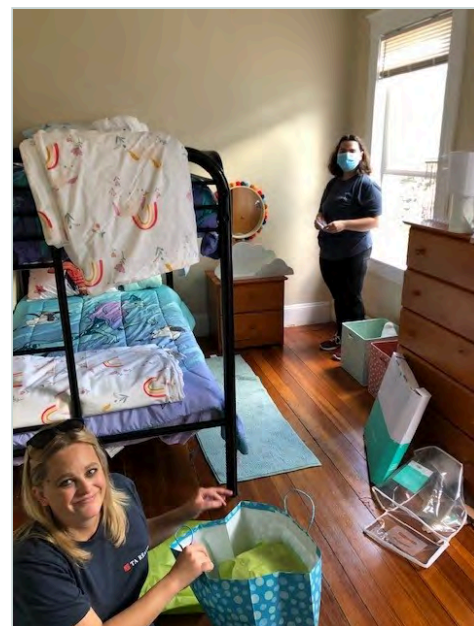


## Providing Housing for Extremely Low-Income Families

TA Realty partnered with Heading Home in 2021 in an effort to help Heading Home address the growing homelessness issue in the city of Boston. Heading Home is one of the city's largest providers of emergency, transitional and permanent housing for extremely low-income individuals and families. Heading Home not only provides shelter but also works with their clients to understand the root causes of homelessness and provides support (financial coaching, resume building, child support resources, etc) to help that individual or family on their successful path out of homelessness.

Heading Home's Up & Out, the volunteer opportunity in 2021, paired a group of TA Realty employees with a Heading Home client and her two young daughters who were being moved out of a shelter and into their very own home. Volunteers were responsible for purchasing all of the items for the apartment (furniture, decorations, toys, cleaning supplies and food) and then spent the day cleaning and decorating the apartment. The day ended with TA Realty employees handing the keys to the home over to Heading Home's client. TA Realty's contribution to this move allowed the client to move into a space that already felt like home, reducing all associated financial burdens, and ending their homelessness.

TA Realty will continue to build partnership with Heading Home to create more volunteer opportunities within the community that we live and work in.





# Support for Culture and the Arts

## Operating the Mitsubishi Ichigokan Museum, Tokyo

Mitsubishi Estate operates the Mitsubishi Ichigokan Museum, Tokyo in the Marunouchi area of Tokyo. It presents three different exhibitions each year focusing on modern art dating from the late 19th to early 20th century. The museum is housed in a stately red brick building that was constructed in 1894 by Mitsubishi – the first office building in Marunouchi – and then restored in 2009. The museum opened in spring the following year. It was designed by the English architect Josiah Conder at the invitation of the Japanese government. Some of the building's original architectural components, such as the stone handrails for the staircases, have been reused.



Exterior of Mitsubishi Ichigokan Museum, Tokyo



Restored bank lobby now in use as  
Café 1894



Former bank lobby



## Museum for All Project to Make the Museum Accessible to All

Mitsubishi Ichigokan Museum has been holding “Empathy Week” coinciding with Human Rights Week since 2017 with the aim of creating a spirit of caring and empathy in an environment where people with and without disabilities can share an appreciation of art. In December 2021, the museum launched the new Museum for All Project, which is being implemented in stages with the aim of making visitors feel more familiar with the museum.

Note: The museum is currently closed for replacement of equipment and building maintenance and is scheduled to reopen on November 23, 2024. Future initiatives of the Museum for All Project will be announced once they are finalized.

Fiscal 2022 Museum for All activities report (Japanese only)



Mitsubishi Ichigokan Museum, Tokyo





## Supporting Young Artists While Connecting Art, People, and Neighborhood

Mitsubishi Estate has been implementing Art Award Tokyo Marunouchi since 2007 with an aim to discover, nurture, and support the talent of young artists, and to contribute to enlivening the area through art. Graduation and diploma projects created by undergraduate and master course students at major art universities around Japan are selected and exhibited in the Marunouchi area (the Otemachi, Marunouchi and Yurakucho districts). Awards are given to talented artists with great future prospects. The exhibition has functioned as a gateway for young artists and resulted in artists participating in individual and group exhibitions, and some are active in various fields.

Mitsubishi Estate has also been holding GEIDAI ARTS in Marunouchi in partnership with Tokyo University of the Arts every year since 2007. In addition to supporting the next generation of up-and-coming artists, we have deepened our collaboration through various types of experiential art events to allow visitors to the Marunouchi area to enjoy fine arts. In December 2022, the two partners signed a comprehensive collaboration agreement to further strengthen industry-academia collaboration initiatives with a shared philosophy on increasing corporate and individual creativity, promoting the discovery of business ideas and creation of new industries, and contributing to the solution of social issues in Japan and overseas through the power of art.

Mitsubishi Estate will continue its efforts to support artists with the aim of creating places for the discovery and success of new talent while continuing to promote further revitalization of the Marunouchi area by creating opportunities that connect art, people, and the neighborhood and allow many people to enjoy art.

[Art Award Tokyo Marunouchi 2022 \(Japanese only\)](#)



[Tokyo University of the Arts and Mitsubishi Estate Sign a Comprehensive Collaboration Agreement \(Japanese only\)](#)



## Supporting Orchestras

Mitsubishi Estate has supported the NHK Symphony Orchestra, Tokyo, as a special corporate supporter since 1991 as one facet of its continuing support for culture and fine arts. Mitsubishi Estate has also supported the Japan Philharmonic Orchestra as a special member since 1998, and the Tokyo Philharmonic Orchestra as a corporate supporter since 2007.



# Social Welfare

## Basic Policy and Approach in Urban Development

The Mitsubishi Estate Group has set out to "create a truly meaningful society" as its Group Mission by "building attractive, environmentally sound communities where people can live, work and relax with contentment," based on the Three Principles, which is the management philosophy of the Mitsubishi Group.

In order to further promote this mission, the Mitsubishi Estate Group focuses on sustainability in urban development, including urban regeneration, taking into consideration social needs such as disaster preparedness and barrier-free access in all properties as part of the planning phase and guide the development and operation phase as well as the prevention of the spread of infectious diseases and thereby allowing diverse people – regardless of nationality, race, color, language, religion, sex, gender, sexual orientation, gender identity, age, political or other opinions, national or social origins, property, disability, birth, class, or other status – to live, work and relax with contentment.

Moreover, to facilitate use by many people, we consider access to public transport during design and development stages in all properties as we select development sites and make investments. We also consider planning and design that allows individual users to live in comfort when proceeding with development and refurbishment.

## Supporting Children with Disabilities through Kira Kira Art Competition

Mitsubishi Estate established the Kira Kira Art Competition in 2002, with the desire to support the full potential of children with disabilities.

The Award for Excellence-winning works, which are selected through a screening process, are exhibited in cities across Japan, from Sapporo to Fukuoka, where Mitsubishi Estate has its branches, and all entries, including the Award for Excellence-winning works, are published on the dedicated website.

What deserves note about this art competition is that past submissions have been featured in publications, including pamphlets and calendars for corporations.

Moreover, some of the winners of this competition are registered as artists with Artbility\*, an art library operated by the social welfare corporation Tokyo Colony, as they continue to develop their creative activities.

The competition is an opportunity to appraise and discover the rich talents of disabled children, and Mitsubishi Estate continues to provide support with the hope of expanding the breadth of artistic activities and helping them thrive.

\* An art library established in April 1986 by Tokyo Colony, a Kira Kira Art Competition partner, to help people with disabilities gain income and increase social inclusion.



Exhibition of Award for Excellence winners at Marunouchi Building, Tokyo



Kira Kira Art Competition (Japanese only)



## The “Mitsubishi Estate Shall We Concert” Brings Live Music to Children with Disabilities

Mitsubishi Estate has been holding the Mitsubishi Estate Shall We Concert (visiting concert) for students at special needs schools, who have few opportunities to leave their school and experience live music. The goals of this concert are for professional musicians to visit these schools to share the fun and charm of music, and to provide opportunities for children to learn about instruments and music.

Mitsubishi Estate works together with schools to decide the concert programs. These are not limited to classical music, as they sometimes include music from Studio Ghibli films, songs students learn in school, and school songs. These events also include opportunities for students to engage in group performances together and see musical instruments up close. The concerts also include explanations of the compositions and instruments between performances.

Since fiscal 2022, Mitsubishi Estate has been working with Tokyo International Forum to hold Marunouchi Shall We Concert, which is a spin off from the visiting concert, as part of OMY SDGs ACT5, a project that promotes activities aimed at achieving the SDGs starting with the OMY area (the Otemachi, Marunouchi, and Yurakucho districts). Every year we invite around 100 students from special needs schools, providing an opportunity for them to enjoy the music in an authentic concert hall while interacting with students from other schools.

## Table for Two Delivering School Lunches to Children in Developing Countries

Mitsubishi Estate has been taking part in Table for Two since 2018, a program that supports children in developing countries through the purchase of eligible beverages and lunch menu items offered at Sparkle, the employee cafeteria at its Head Office, as a means to inspire the Group employees to think about social issues.

Table for Two is an initiative being run by the non-profit organization Table for Two International. The program aims to help improve the health of people in both developing and developed countries simultaneously. When eligible health-conscious menu items are purchased, 20 yen per meal is donated and the contribution is utilized toward providing school lunches for children in developing countries in Africa and Asia. The donation for one meal is the equivalent of one school lunch for the children.

