

# Employee Diversity is the Company's Strength

Talent/  
organi-  
zation



# Philosophy



Since our founding,  
We have remained committed to  
Commitment to “Human capital”

## Employee are capital

The human capital is the only one asset that can be utilized to expand one thing to two or three within the company.

## Create the company according to customer needs

“Expanding the core business” that is changing the contents of our core business based building on it, that is expanded our business into new fields where synergies can be expected, and that is to adapt our organization to changing market and customer demands.

# Vision

## What is needed to achieve this is “Human capital”

### Purpose

“Link the Trust to Make a Better Future.”

### Material Issues of Talent/Organization

Instilling a corporate culture where everyone can grow and take on challenges



# Top Message

## “Link the Trust to Make a Better Future.”



In an ever-changing external environment such as diversification of lifestyles and life cycles, population decline due to declining birthrates and aging population, rural depopulation, environmental issues due to climate change, and drastic changes in the world situation, Daito group considers sustainability to be the focus of our company management. We have identified “Seven Material Issues” in 2021 as the priority issues that our group need to be addressed. To achieve the “Seven Material Issues”, we set as the sustainability, diversity, and integrity (honesty, fairness, etc.) as the foundation of the awareness and actions of group employees. As a company that can continue to grow and whose dreams and future are entrusted to our all stakeholders, we strive to solve social issues.

Furthermore, in 2023, we formulated the Daito group purpose as the “Link the Trust to Make a Better Future”. As a company that moves forward with the local community, we will make the most of the know-how and resources that we have cultivated over the past 50 years, We will work as one team to resolve the local issues through our business.

To continue to promote sustainability management as a company, we believe that diversity, which respects and recognizes each individual personality and makes the most of them, is essential. By respecting each other’s personality and individuality, such as nationality, age, gender equality, presence or absence of disabilities, hobbies, preferences, gender identity, sexual orientation, knowledge, experience, etc., and providing fair opportunities. This is because we are confident that this will allow individual to demonstrate their full potential. Our specific efforts to promote diversity are based on the following themes: “Utilize your individuality - be yourself”, “Connect - vertically, horizontally, diagonally”, “Dialogue and think and act - move with deeper understanding”, and “Well Being - happiness”, we will increase the engagement power of the organization and pursue a company that is comfortable and rewarding for everyone to work in. We believe that the growth of our employees is the growth of our company, and that securing (recruiting, retaining, and retaining) and developing talented human resources is the most important management issue, and we will take on the challenge of fundamental reforms.

Diversity is the driving force necessary to create new value and business opportunities, transforming our differences into strength for the future. Our goal of diversity is to realize a strong management system like the trunk of a tree, and to continue to bloom into colorful flowers, where everyone’s individuality becomes the strength of the company.

Representative Director,  
Chief Executive Officer (CEO)  
TAKEUCHI Kei

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# Our Diversity

## LOVE COLORS “Employee Diversity is the Company’s Strength”

There are as many personalities as there are houses, employees should also be as unique as they are. We aim to become a company that recognizes diverse possibilities and allows everyone to take on challenges.

Through our work, we will strive to create a new way of diversity that allows each person to live their own unique way of life and transform our differences into strength for the future.

- Creating an organization where “diversity is the company’s strength”  
“Utilize the full range of people and colors”
- “Quality of communication” challenged from diverse perspectives



# Vision

## Creating an organization where diversity is a strength

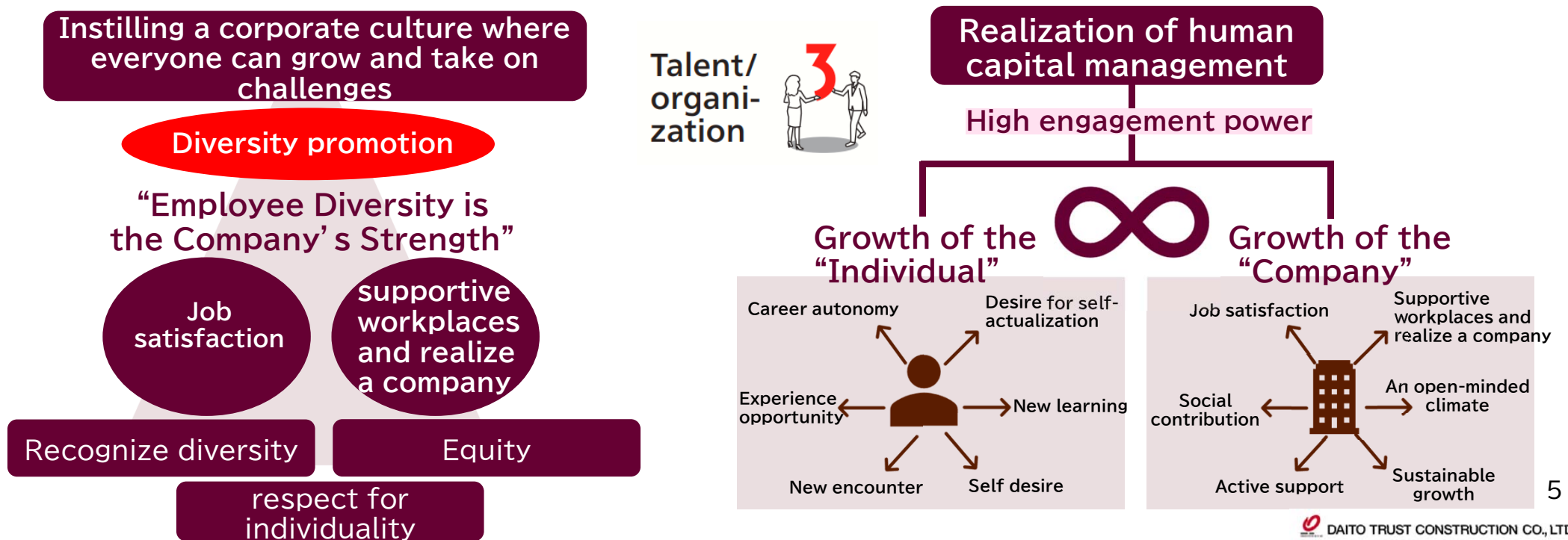
### “Make the most of everyone’s strengths”

#### Diversity Declaration

- 01 We aim to create a corporate culture that respects the individuality of each and every one of us, recognizes diversity and allows us to maximize our abilities.
- 02 We will pursue creating an environment where employees feel motivated and comfortable to become a company we can be proud of, a company we can entrust our dreams and future to.
- 03 We aim to be a sustainable company that can continue to create new value by promoting diversity as a management strategy.

#### Health and wellbeing management slogan.

Becoming a 100-year-old company full of vitality where everyone can play an active role.  
Theme: Lead a healthy life





# Strategy

“Quality of communication”  
challenged from diverse  
perspectives

New value creation and  
innovation

Four axes of diversity  
promotion

**Communication**

**1** Make use of your  
individuality  
Personality

**2** Connect  
Vertical, horizontal,  
diagonal

**3** Dialogue/Thought  
and action  
Move with a deeper  
understanding

**4** Well-Being  
Happiness



Growth of the  
“Individual”



Growth of the  
“Company”

# Strategy

## Lead to improved corporate value Human capital management × DEI

4 axes		Main initiatives toward 2026	
<b>1</b>	<p><b>Make use of your individuality</b></p> <hr/> <p>Personality</p>	<ul style="list-style-type: none"> <li>■ <u>Build a workplace environment and strengthen the education system to promote continued employment and active participation.</u></li> <li>■ <u>Pursuing “Equity” as well as “Equality” due to structural discrimination.</u></li> <li>■ <u>Fostering a system and culture that supports individual growth and challenges.</u></li> </ul>	<ul style="list-style-type: none"> <li>• Gender equality (women, LGBTQ)</li> <li>• Seniors, young people active</li> <li>• “Knowledge and experience” and DEI</li> <li>• Support by job type</li> <li>• Career development and self-actualization</li> </ul>
<b>2</b>	<p><b>Connect</b></p> <hr/> <p>Vertical, horizontal, diagonal</p>	<ul style="list-style-type: none"> <li>■ <u>Strengthen connections between people and aim to become an organization that can think and act through dialogue.</u></li> <li>■ <u>Transmitting the top message and connecting management strategy and employees (dialogue/empathy).</u></li> <li>■ <u>Listening to employee voices by fostering a bottom-up, challenging culture.</u></li> </ul>	<ul style="list-style-type: none"> <li>• Penetration of purpose and management strategy</li> <li>• Empathy for employees</li> <li>• Management commitment</li> <li>• Promoting cross-cutting initiatives</li> </ul>
<b>3</b>	<p><b>Dialogue/Thought and action</b></p> <hr/> <p>Move with a deeper understanding</p>	<ul style="list-style-type: none"> <li>■ <u>Acquire diversity knowledge and spread understanding.</u></li> <li>■ <u>Fostering an organizational culture where everyone can grow and take on challenges.</u></li> <li>■ <u>Pursuing a motivated and comfortable work environment.</u></li> </ul>	<ul style="list-style-type: none"> <li>• Understanding diversity</li> <li>• Activate communication</li> <li>• An open-minded workplace culture</li> <li>• Job satisfaction and ease of work</li> <li>• Improving the workplace environment</li> </ul>
<b>4</b>	<p><b>Well-Being</b></p> <hr/> <p>Happiness</p>	<ul style="list-style-type: none"> <li>■ <u>Becoming a 100-year-old company full of vitality where everyone can play an active role.</u></li> <li>■ <u>Building a work environment that promotes “health” and “happiness” and allows people to work with satisfaction while maintaining physical and mental health.</u></li> <li>■ <u>Supporting the fulfillment of work and private life and supporting “live your own way”.</u></li> </ul>	<ul style="list-style-type: none"> <li>• Reduce long working hours</li> <li>• Work life balance</li> <li>• Positive off</li> <li>• Improved engagement</li> <li>• Improving health and health literacy</li> </ul>

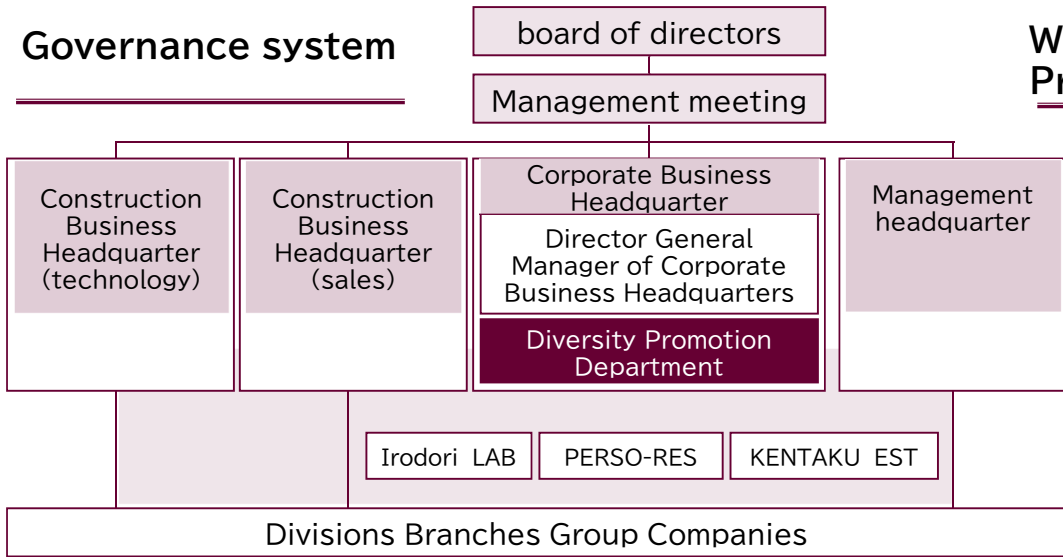


# Governance

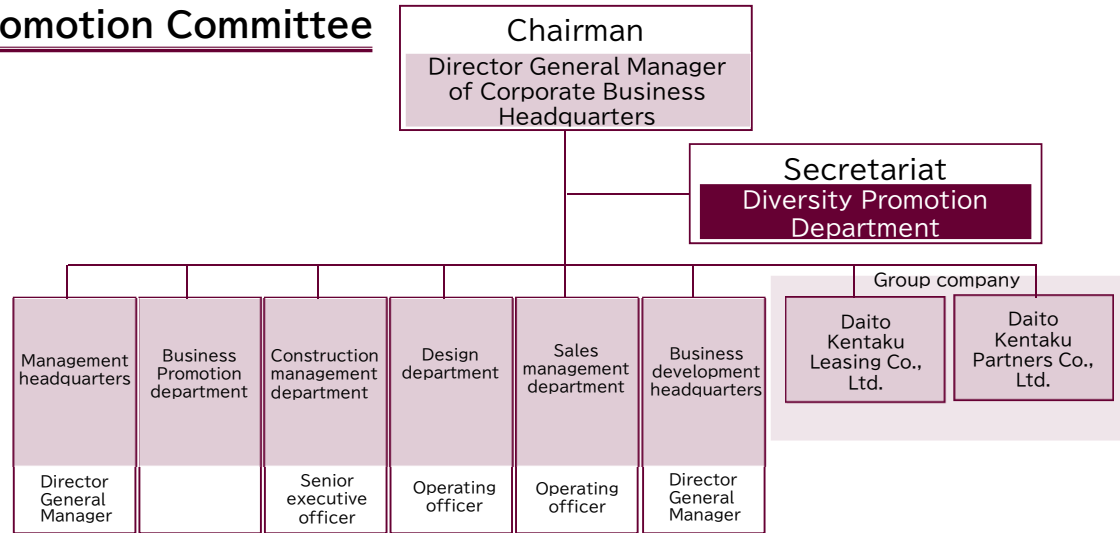
## Top down Governance for Human Capital Management

- Communicating top commitment.
- The dedicated department “Diversity Promotion Department” plays the role of promoter.
- Monitored by the board of directors, discussed by the nomination and compensation committee and reflected in officer evaluations.
- Promoting women’s empowerment through the Women’s Empowerment Promotion Committee.

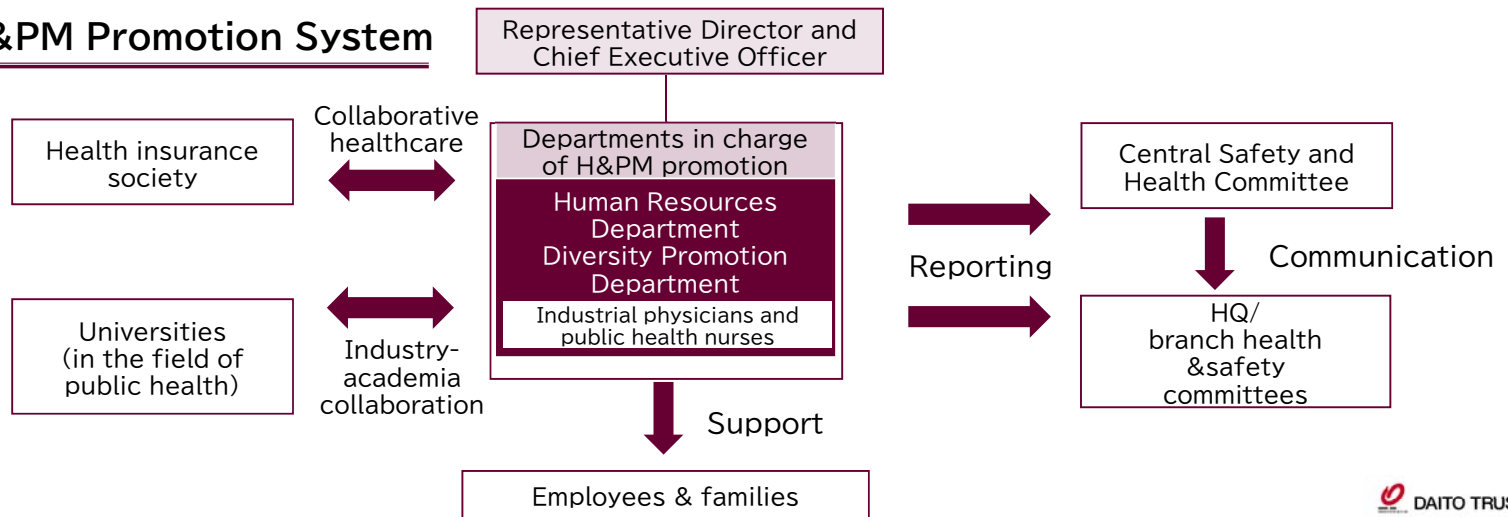
### Governance system



### Women’s Activities Promotion Committee



### H&PM Promotion System



# Governance

## Bottom up

## Connecting employee voices to form

- Provide communication opportunities (Workshops, projects, networks, etc.)
- Gathering employee feedback and conducting careful dialogue.
- Respecting diverse perspectives and values.



Project  
**IRODORI LAB**

Promoting the active participation of women is an opportunity for all employees to play an active role and independently achieve sustainable results. Activities aimed at becoming an organization that can deliver.

The project is operating under the slogan, "Always by Your Side. Become a company that can make the most of everyone's strengths!"



Workshop  
**PERSO-RES**

With the aim of fostering an open-minded organizational culture, members who seriously think about changing and improving the company gather and hold regular workshops.

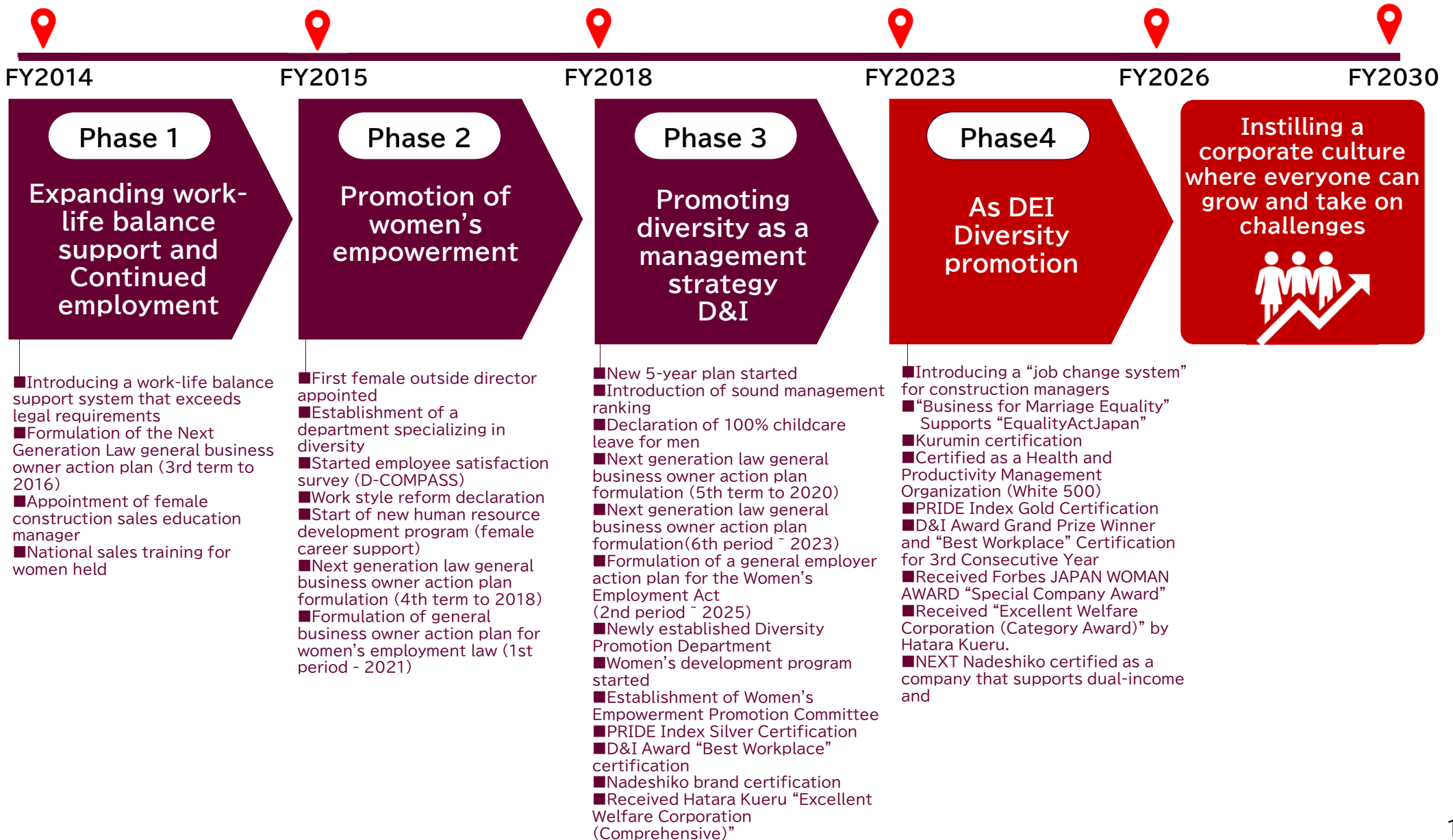


Network  
**KENTAKU EST**

An internal network of LGBTQ people and ALLY. Someone who understands sexual minorities We will make efforts to increase this within the company.



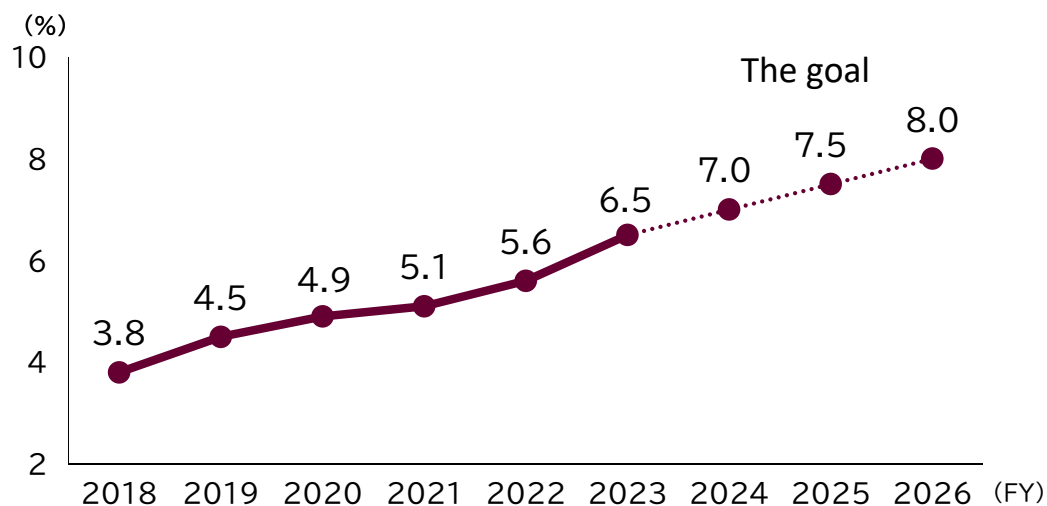
# Roadmap



# KPI

Percentage of female managers

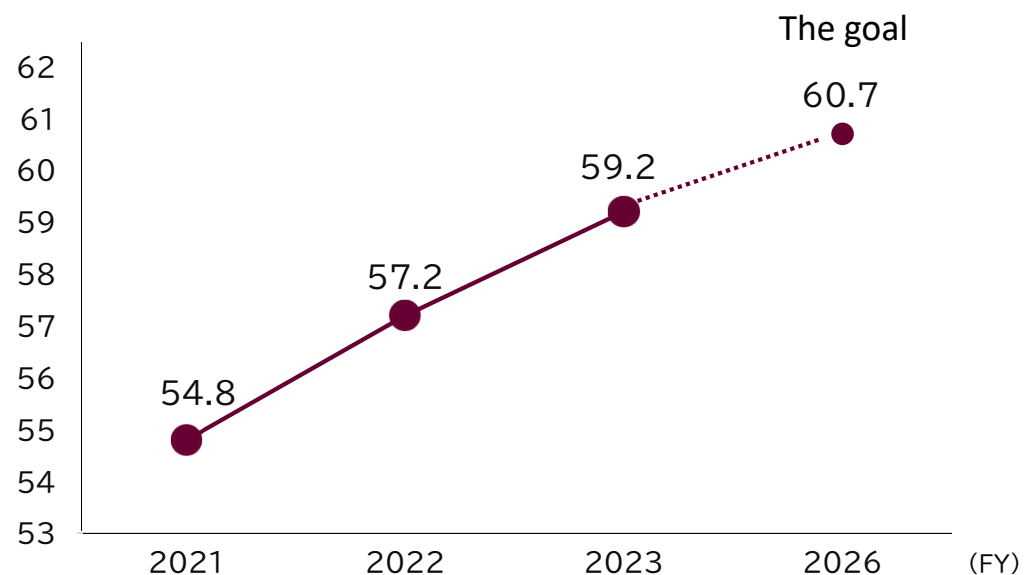
8.0%



\*As of the end of March for 2018 only, as of April 1st for 2019, and the same thereafter

Engagement score

60.7 (AA)



\* The three major companies: Daito Trust Construction Co., Ltd., Daito Kentaku Partners Co., Ltd. and Daito Kentaku Leasing Co., Ltd.

# Data

Item	FY2023	FY2024	FY2025	FY2026
	Result	Plan		
Non-statutory working hours (monthly average)	16.00h	15.75h	15.50h	15.25h
Rate of taking paid leave	84.3%	80.0%	80.0%	80.0%
Percentage of male employees taking childcare leave *1	113.3%	100%	100%	100%
Percentage of female workers	16.1%	16.8%	17.5%	18.2%
Percentage of female workers hired	23.3%	24.2%	24.7%	25.3%
Percentage of female management personnel hired *2	6.5%	7.0%	7.5%	8.0%
Ratio of female executive officers	8.3%	13.3%	13.3%	20.0%
Health checkup participation rate	100%	100%	100%	100%
Follow-up consultation rate	100%	100%	100%	100%
Stress check participation rate	95.4%	92.0%	92.0%	92.0%
Percentage of people with high stress	11.7%	11.5%	11.2%	11.0%
Presenteeism(loss ratio) *3	25.8%	25.5%	25.0%	23.0%
Absenteeism *4	3.2days	3.1days	3.0days	2.9days
Utrecht work engagement	3.1pt	3.1pt	3.2pt	3.3pt

\*1 Number of participants within one year/Number of participants who had baby during the period

\*2 FY2023: As of April 1, 2024

\*3 Presenteeism score using the Single-Item Presenteeism Question(SPQ, by the University of Tokyo 1-item version)(0-100points), n = employees

\*4 Average number of days taken by sick leave system for all employees

Latest results Disclosed on diversity website “Human resources related data”

<https://www.kentaku.co.jp/diversity/diversity-management/>

# Diversity, Equity & Inclusion medium-term management plan

## LOVE COLORS

### 【Diversity website】

Our company's stance and initiatives regarding diversity are introduced on our website.

<https://www.kentaku.co.jp/diversity/>

External evaluation

<https://www.kentaku.co.jp/diversity/evaluation/>



DAITO TRUST  
CONSTRUCTION CO., LTD.

END