

## Working Together with Employees



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

## Initiatives in Human Resource Development

### Reforms to Human Resource Development Program

Mitsubishi Estate believes that fostering excellent human resources is essential to the Group's sustainable growth, and launched a reform of its human resource development programs in April 2009. The company set up a working group to spearhead the reforms, and defined Mitsubishi Estate's ideal employee as a person with the following five strengths: people skills, real estate skills, job performance skills, management skills, and global readiness. The company is endeavoring to work together to raise performance as a professional organization with a distinctive personality, while individuals make the most of their own strengths. Mitsubishi Estate develops its employees' skills using multiple approaches, combining training programs with job rotations and coordinated programs at the workplace level.

Mitsubishi Estate is currently prioritizing the following four measures in its ongoing reform of human resource programs.

- (1) Rapid training programs (accelerated training)
- (2) Promotion of coordinated programs at the workplace level (PDCA efforts by organizations)
- (3) Development of programs to motivate employees to proactive efforts (incentives)
- (4) Rotations with a long-term perspective

### Participating in the Human Resource Development Working Group

#### Yusuke Gunji

Residential Development Planning  
Department, Mitsubishi Estate

The Human Resource  
Development Working Group  
spent roughly three months  
discussing its recommendations

for the proposal defining traits of the ideal employee and measures to train employees. The members of the working group, diverse in their backgrounds, contributed valuable opinions on human resource development. Their enthusiasm was evident.



## Initiatives to Foster Vibrant Workplaces

### Communication Room Opens on Sixth Floor of Otemachi Building

In May 2009, Mitsubishi Estate opened a Communication Room on the sixth floor of the Otemachi Building. This step is intended to foster the "vibrant workplace" stipulated in the Mitsubishi Estate Group's Code of Conduct. Employees of Group companies can use this room, which is thought of as the "Mitsubishi Estate Group's living room," to relax during lunch and work breaks. The company hopes that this space will be conducive to spontaneous conversation between employees.



Communication Room on the sixth floor of the Otemachi Building

### New Business Proposal and Open Job Application System

Mitsubishi Estate began a new business proposal and open job application system in June 2009 as part of its specific measures to foster a vibrant workplace. The new business proposal system, which began soliciting proposals in June 2009, gives employees a chance to demonstrate their willingness to take on challenges via their proposals for new businesses or new functions, while the study process carried out by a team of three to four employees encourages team work and fosters a sense of unity. The open job application system helps employees to design their own career trajectories. The company expects these initiatives to inject new life into the corporate culture. If the proposed business passes the screening process following the approximately three-month business feasibility review (for which a budget is provided), and is then formally selected, a person to oversee the new business is chosen from within the company through the open job application system.

## Creating a Workplace that Respects Human Rights and Employee Diversity

### Encouraging Respect for Human Rights and Diversity

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

### Ongoing Human Rights Training

Mitsubishi Estate provides training on human rights during its annual rank-specific training for new hires and new senior staff. Since fiscal 2007, the company also has given theme-specific group training intended for all employees, including contract employees. Sexual harassment prevention was the theme for the first session, which was completed in fiscal 2008, covering almost all employees. Besides these, a human rights lecture is held for senior staff such as directors under the level of president and division managers as well as Group company employees during human rights week in December every year. The fiscal 2007 lecture was held on the topic of the company's responsibility to address social issues such as death from overwork and suicide related to overwork. For fiscal 2008, commemorating the 60<sup>th</sup> anniversary of the signing of the Universal Declaration of Human Rights, Mitsubishi Estate invited Tokyo University professor Kang Sang-jung to give a lecture entitled "Corporate Declaration of Human Rights: A Society That is Open to the World and Human Rights."

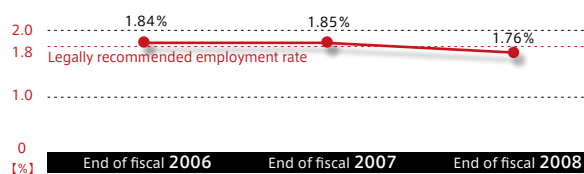


Prof. Kang Sang-jung gives a lecture

### Hiring People with Disabilities

Mitsubishi Estate actively promotes the hiring of persons with disabilities, in accordance with the normalization concept advocated by the United Nations. As of the end of fiscal 2008, Mitsubishi Estate employed 30 people with disabilities, meeting the legal mandate of at least 30 employees with disabilities. However, this accounted for 1.76% of its workforce, falling slightly short of the legally recommended employment rate of 1.8%. Mitsubishi Estate plans to expand its hiring of people with disabilities.

#### ■ Employment Rate of Persons with Disabilities



### Mitsubishi Jisho Towa Community Holds Forum for Managers

Mitsubishi Jisho Towa Community Co., Ltd., which provides comprehensive management of condominiums and other buildings, advocates a personnel philosophy that commits the company to helping each individual employee to perform to the best of his or her abilities and enjoy full job satisfaction. In light of the fact that the number of female employees has increased dramatically over the past few years, in February 2009, Mitsubishi Jisho Town Community held forums for managers in Tokyo and Osaka as part of its diversity management program, entitled "The Future of Companies Encouraging the Success of Women: Male Supervisors Hold the Key!" All executive officers and key managers were asked to participate, and the company also encouraged female employees (career track and general office employees) to attend to offer their opinions. Many male supervisors attended with their female employees. Mitsubishi Jisho Towa Community set up a Diversity Promotion Section in its Personnel Division in 2009 to promote diversity.

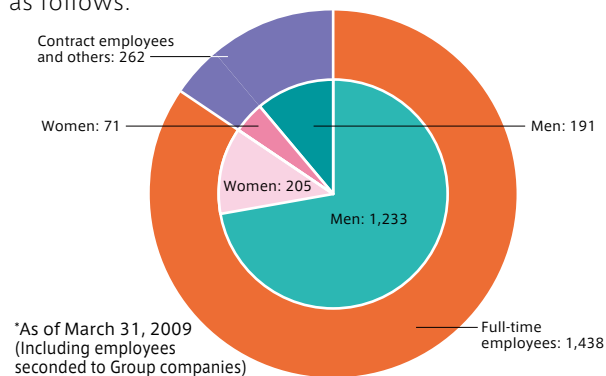


At the forum for managers

# Supportive Workplaces for Employees

## Workplace Profile

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



## Health Checkups to Manage Employee Health

Mitsubishi Estate encourages all employees to take a regular health checkup once a year to protect and improve its employees' health. The checkup includes an enhanced examination for symptoms of adult-onset diseases, and follow-up checkups and checkups for people needing extra care are also available, based on each individual's checkup results. The company lengthened the availability of checkups to a three-month period in fiscal 2005. In fiscal 2008, it sent reminders to employees who had not scheduled checkups, increasing the percentage of employees who had received health checkups by 12.44 points compared to fiscal 2007, to 85.57%.

## Specific Programs for Work-Life Balance

Mitsubishi Estate has established programs for childcare leave and family care leave, as well as shorter work hours for childcare and family care, so that its employees can choose the work schedule that best fits their lifestyle and achieve a balance between work and home life. Employees can take childcare leave until the end of March after the child turns three, and can work shorter hours for childcare until the child has completed third grade in elementary school. Mitsubishi Estate also implements other initiatives to support childcare such as temporary daycare services using contracted daycare centers and subsidies for the cost of babysitting.

### From an employee working shorter hours

#### Mina Ito

Master-Planned Residential Department,  
Mitsubishi Estate

It is not easy to make arrangements for children during long school vacations and to address the problems that come up after children are in fourth grade. It is up to my own efforts and ingenuity to figure out how best to work in the limited time available, but I am grateful for the understanding and cooperation of my colleagues, which make it all possible.



## Reducing Overtime Hours

Mitsubishi Estate has made Wednesdays "no overtime days" to help prevent long work hours and overwork. In addition, all supervisors meet one-on-one with their subordinates to discuss workload and task difficulty as well as their health. Any employees with a tendency to overwork are cautioned, while those who work more than 80 hours of overtime per month are encouraged to have checkups with industrial physicians.

### ■ Overtime hours worked, per month, per person (Career track and administrative employees)



## Work Environment at the Rockefeller Group

The Rockefeller Group, a Mitsubishi Estate subsidiary with headquarters in the U.S., strives to maintain an optimum work environment. Specifically, the handbook given to all employees lays out standards related to the work environment, on themes such as business demeanor, confidentiality of software and proprietary data, electronic communication, record retention, and ethical conduct. In addition, the Group provides training on workplace safety for security personnel.



Employees attending training on workplace safety