

## Social Data | Human resources base

## 1-1 Basic information

Theme	Indicators	Coverage	Unit	FY2020 (2021/4/1)	FY2021 (2022/4/1)	FY2022 (2023/4/1)
Personnel composition (by age group)	Number of regular employees	Non-consolidated	People	16,712	16,535	16,615
	Under 30 years old			4,533	4,305	4,277
	Of which, number of women			1,238	1,166	1,152
	Percentage of female employees		%	27.3	27.1	26.7
	30–39 years old		People	3,886	3,891	3,780
	Of which, number of women			1,009	1,028	1,027
	Percentage of female employees			%	26.0	26.4
	40–49 years old		People	4,587	4,232	4,059
	Of which, number of women			912	888	925
	Percentage of female employees			%	19.9	21.0
	50–59 years old		People	3,207	3,541	3,783
	Of which, number of women			290	350	380
	Percentage of female employees			%	9.0	9.9
	60–64 years old		People	493	565	715
	Of which, number of women			27	38	57
	Percentage of female employees			%	5.5	6.7
	65 years old and over	People	6	1	1	
	Of which, number of women		0	0	0	
	Percentage of female employees		%	0	0	0
	Number of regular employees	Consolidated A	People	—	—	36,042
	Under 30 years old			—	—	8,526
	Of which, number of women			—	—	3,025
	Percentage of female employees		%	—	—	35.5
	30–39 years old		People	—	—	8,173
Of which, number of women	—			—	2,736	
Percentage of female employees	%			—	—	33.5
40–49 years old	People		—	—	8,675	
Of which, number of women			—	—	2,260	
Percentage of female employees			%	—	—	26.1
50–59 years old	People		—	—	8,780	
Of which, number of women			—	—	1,221	
Percentage of female employees			%	—	—	13.9
60–64 years old	People		—	—	1,871	
Of which, number of women			—	—	243	
Percentage of female employees			%	—	—	13.0
65 years old and over	People	—	—	17		
Of which, number of women		—	—	2		
Percentage of female employees		%	—	—	11.8	

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Theme	Indicators	Coverage	Unit	FY2020 (2021/4/1)	FY2021 (2022/4/1)	FY2022 (2023/4/1)
Personnel composition (by employment type)	Number of regular employees	Non-consolidated	People	16,712	16,535	16,615
	Number of recruits as new graduates			13,054	12,967	13,045
	Number of mid-career recruits (including others)			3,658	3,568	3,570
	Number of contractual employees			919	885	853
	Number of post-retirement specially commissioned employees			204	195	179
	Number of employees on probation			24	35	69
	Number of part-time employees			565	539	516

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Theme	Indicators	Coverage	Unit	FY2020 (annual result)	FY2021 (annual result)	FY2022 (annual result)
Employment	Average number of years worked (female)	Non-consolidated	Year	11.1	11.7	12.1
	Average number of years worked (male)			15.8	16.3	16.5
	Average overtime hours worked (annual)		Hours	—	—	267.4
	Percentage of paid leave taken		%	59.6	57.3	56.4
	Absentee rate			0.3	0.3	0.4
	Average number of years worked (female)	Consolidated A	Year	—	—	9.9
	Average number of years worked (male)			—	—	14.9
	Average overtime hours worked (annual)		Hours	—	—	223.0
	Theme	Indicators	Coverage	Unit	FY2020 (2021/4/1)	FY2021 (2022/4/1)
Employment	Retention rate of young employees (in their third year of service)*1*2	Non-consolidated	%	78.6	76.6	76.6
	Retention rate of young employees (up to their third year of service)*3			86.8	85.1	86.6
	Retention rate of young employees (up to their third year of service)*3	Consolidated A	%	—	—	80.6

\*1 Retention rate for employees who joined the company three years prior to the base date; in the case of the FY2022 data, this refers to the retention rate for employees who joined on April 1, 2020.

\*2 The target retention rate for young employees (in their third year of service) is 85%.

\*3 Retention rate of employees who joined the company during the three years by the day before the base date; in the case of the FY2022 data, this refers to the retention rate of employees who joined between April 1, 2020 and March 31, 2023.

Theme	Indicators	Coverage	Unit	FY2020 (2021/4/1)	FY2021 (2022/4/1)	FY2022 (2023/4/1)
Recruitment	Number of recruits as new graduates	Non-consolidated	People	503	566	684
	Of which, number of women			118	146	170
	Percentage of female employees*		%	23.5	25.8	24.9
	Number of mid-career recruits		People	80	64	145
	Of which, number of women			14	13	40
	Percentage of female employees*			%	17.5	20.3
	Number of recruits as new graduates	Consolidated A	People	—	—	1,144
	Of which, number of women			—	—	365
	Percentage of female employees*			%	—	—

\* We aim to achieve a 30% female rate among our recruits as new graduates.

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## 1-2 Diversity

Theme	Indicators	Coverage	Unit	FY2020 (2021/4/1)	FY2021 (2022/4/1)	FY2022 (2023/4/1)
Women exerting efforts	Number of regular employees	Non-consolidated	People	16,712	16,535	16,615
	Of which, number of women			3,476	3,470	3,541
	Percentage of female employees			20.8	21.0	21.3
	Number of executives*1		People	20	19	20
	Of which, number of women			2	2	2
	Percentage of female employees			10.0	10.5	10.0
	Number of directors		People	14	14	14
	Of which, number of women			2	2	2
	Percentage of female employees			14.3	14.3	14.3
	Number of auditors		People	6	5	6
	Of which, number of women			0	0	0
	Percentage of female employees			0	0	0
	Number of managers		People	3,975	4,389	4,518
	Of which, number of women			177	217	237
	Percentage of female employees*2			4.5	4.9	5.2
	Number of executive officers (excluding directors)		People	50	55	52
	Of which, number of women			0	1	1
	Percentage of female employees			0	1.8	1.9
	Number of general managers and deputy general managers		People	521	620	663
	Of which, number of women			8	11	11
Percentage of female employees	1.5	1.8		1.7		
Number of chiefs	People	4,283	4,516	4,555		
Of which, number of women		767	867	968		
Percentage of female employees*3		17.9	19.2	21.3		
Number of construction personnel	People	3,039	3,013	3,085		
Of which, number of women		150	146	155		
Percentage of female employees		4.9	4.8	5.0		
Number of sales representatives	People	4,457	4,264	3,821		
Of which, number of women		441	434	433		
Percentage of female employees		9.9	10.2	11.3		
Seniors	Rate of seniors who continue to be employed at age 60*4	Non-consolidated	%	88.2	93.0	92.5
	Rate of seniors who continue to be employed at age 65*5			60.0	60.9	49.4
Theme	Indicators	Coverage	Unit	FY2020 (annual result)	FY2021 (annual result)	FY2022 (annual result)
Seniors	Number of mid-career recruits at age 50 or older	Non-consolidated	People	15	13	12

\*1 Total of directors and auditors

\*2 We aim to achieve a target rate of 8% for the percentage of women in management positions (for April 1, 2027).

\*3 We aim to achieve a target rate of 25% for the percentage of women in the chief staff (for April 1, 2027).

\*4 Percentage of employees who became 60 years old in the previous fiscal year and have been continuously employed during the current fiscal year

\*5 Percentage of employees who became 65 years old in the previous fiscal year and have continuously been employed during the current fiscal year

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## 1-2 Diversity

Theme	Indicators	Coverage	Unit	FY2020 (2021/4/1)	FY2021 (2022/4/1)	FY2022 (2023/4/1)
Women exerting efforts	Number of employees	Consolidated A	People	—	—	36,042
	Of which, number of women			—	—	9,487
	Percentage of female employees			—	—	26.3
	Number of executives*		People	—	—	125
	Of which, number of women			—	—	6
	Percentage of female employees			—	—	4.8
	Number of directors		People	—	—	96
	Of which, number of women			—	—	4
	Percentage of female employees			—	—	4.2
	Number of auditors	People	—	—	29	
	Of which, number of women		—	—	2	
	Percentage of female employees		—	—	6.9	
	Number of managers	Consolidated B	People	—	—	8,590
	Of which, number of women			—	—	505
	Percentage of female employees			—	—	5.9
	Number of executive officers (excluding directors)		People	—	—	172
	Of which, number of women			—	—	2
	Percentage of female employees			—	—	1.2
Number of general managers and deputy general managers	People		—	—	2,211	
Of which, number of women			—	—	62	
Percentage of female employees			—	—	2.8	

\* Total of directors and auditors

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### 1-3 Childbirth and childcare support

Theme	Indicators	Coverage	Unit	FY2020 (annual result)	FY2021 (annual result)	FY2022 (annual result)
Childbirth & childcare	Childcare leave uptake (Female) (%)	Non-consolidated	%	91.6	92.4	100.7
	Childcare leave uptake (Male) (%) <sup>*1</sup>			42.4	41.9	62.2
	Lump-sum payment program for fostering the next generation <sup>*2</sup>		Million yen	637	636	643
	Number of users of shorter working hour system for childbirth & childcare		People	494	467	514
	Childcare leave uptake (Female) (%)	Consolidated B	%	—	—	100.4
	Childcare leave uptake (Male) (%)			—	—	44.3

\*1 The target for the childcare leave uptake rate (male) is 80% (for FY2026).

\*2 We provide a one-off payment of one million yen to employees to whom a child is born.

### 1-4 Health management

Theme	Indicators	Coverage	Unit	FY2020 (annual result)	FY2021 (annual result)	FY2022 (annual result)	Targets (FY2024)	Remarks	
Periodic medical examinations	Percentage of employees receiving periodic medical examinations	Non-consolidated	%	100	100	100	—	Early achievement of 100% of the rate of employees receiving medical examinations	
		Consolidated A		—	—	98.4	—		
	Percentage of follow-up testing of patients who were required to receive detailed tests or medical treatment	Non-consolidated		99.0	91.0	95.3	—	Early achievement of 100% of the rate of employees receiving medical examinations	
	Percentage of employees receiving specific health guidance	*1		12.6	12.4	21.4 (planned)	55.0		
Stress checks	Percentage of employees who receive stress checks	Non-consolidated		90.5	91.3	91.4	90.0 or more		
	Percentage of employees who are identified as high stress receiving			10.7	12.1	11.4	10.0		
Lifestyle habits <sup>*2</sup>	Exercise			24.7	25.2	26.2	30.0	Percentage of those who engaged in light, sweaty exercise for 30 minutes or more for two days or more per week for at least one year	
	Meals			62.8	62.0	61.3	70.0	Percentage of those who have breakfast at least four times a week	
	Sleep			62.8	68.6	70.4	75.0	Percentage of those who get enough rest through sleep	
	Smoking			28.0	27.1	26.5	18.0 (FY2027)	Percentage of habitual smokers	
Lifestyle-related diseases Percentage of people at risk <sup>*2</sup>	Percentage of people with obesity risk		Non-consolidated		39.3	38.9	39.3	38.0	Percentage of those whose BMI is 25 kg/m <sup>2</sup> or more or whose abdominal circumference is 85 cm or more for men and 90 cm or more for women
	Percentage of people with blood pressure risk				26.4	23.9	25.2	24.0	Percentage of those with systolic 130 mm Hg or higher or with diastolic 85 mm Hg or higher
	Percentage of people with liver function risk				36.2	35.4	33.0	32.0	People with r-GT at 51U/L or higher, AST at 31U/L or higher, or ALT at 31U/L or higher
	Percentage of people with abnormal lipid risk				57.4	58.5	55.6	54.0	People with neutral fat of 150 mg/dL or more, HDL of less than 40 mg/dL, or LDL of 120 mg/dL or more
	Percentage of people with blood sugar risk			20.0	21.8	21.0	20.0	People whose HbA1c is 5.6% or higher	
Other	Percentage of people with metabolic syndrome			25.7	25.5	25.6	24.0	Including potential patients	
	Presenteeism			—	—	81.8	83.4	SPQ of the University of Tokyo (Measured since FY2022)	
	Implementation rate of health promotion activities			13.2	15.9	61.4	80.0		

\*1 60 Daiwa House Group companies as members of the Daiwa House Industry Health Insurance Association

\*2 The results of initiatives in FY2023 are scheduled to be checked in periodic health examinations in FY2024

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### 1-5 Investment in human resource development

Theme	Indicators	Coverage	Unit	FY2020 (annual result)	FY2021 (annual result)	FY2022 (annual result)
Education and training	Number of multi-experiential career support program users	Non-consolidated	People	—	—	23
	Number of participants in the succession planning program (D-Succeed)			21	274	313
	Number of employees who have completed the program for training and enhancement candidates*1			21	20	0
	Of those who had completed the program, the number of those who were appointed later as branch managers or presidents of group companies*2			7	9	2
	Number of participants in the Daiwa House Juku*3			0*3	11	—
	Number of participants in the external management leadership course*3			3	5	14
	Education program for high school graduates			7	12	12
Number of users of the career design support system	17	94	29			

\*1 Selected from among participants in the succession planning program (D-Succeed)

\*2 Number of people who have been appointed as business managers or group company presidents out of those who had completed the program for training and enhancement candidates. Number of people appointed as of April 1 of the following year.

\*3 The Daiwa House Juku ended in FY2021 and was replaced by an expansion of external courses for executive candidates (external courses for management leaders) from FY2022

### 1-6 Indicators related to motivation\*1

Theme	Indicators	Coverage	Unit	FY2020 (annual result)	FY2021 (annual result)	FY2022 (annual result)
Motivation	Degree of realization regarding motivation among all generations of employees*2	Non-consolidated	%	71	77	—
	Percentage of employees who feel motivated*3		%	—	—	82

\*1 The calculation method for indicators related to motivation has been changed since FY2022.

\*2 Calculated from questions on motivation in the Sustainability Survey.

\*3 Total percentage of respondents who answered "strongly agree," "agree," or "somewhat agree" in the Engagement Survey (questions about motivation).

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## 1-7 Gender pay gap

Theme	Indicators	Coverage	Unit	FY2020 (annual result)	FY2021 (annual result)	FY2022 (annual result)			
Average salary	Company-wide (all workers)	Non-consolidated	Yen	—	—	7,503,814			
	Average of male salaries (all workers)			—	—	8,196,993			
	Average of female salaries (all workers)			—	—	5,024,708			
	Average female salary as percentage of male			—	—	61.3			
	Company-wide (regular employees)		Yen	8,678,000	8,842,493	9,282,702			
	Average of male salaries (regular employees)			—	9,619,994	10,092,094			
	Average of female salaries (regular employees)			—	5,842,910	6,204,630			
	Average female salary as percentage of male			—	60.7	61.5			
	Company-wide (non-regular employees)		Yen	—	—	5,680,865			
	Average of male salaries (non-regular employees)			—	—	6,307,833			
	Average of female salaries (non-regular employees)			—	—	4,567,730			
	Average female salary as percentage of male			—	—	72.4			
	Median of company-wide salaries (all workers)		Non-consolidated	Yen	—	—	8,417,806		
	Median of male salaries (all workers)				—	—	9,341,264		
	Median of female salaries (all workers)				—	—	5,983,221		
	Median of company-wide salaries (regular employees)				—	—	8,692,387		
	Median of male salaries (regular employees)				—	—	9,561,208		
	Median of female salaries (regular employees)				—	—	6,157,430		
	Median of company-wide salaries (non-regular employees)				—	—	5,403,242		
	Median of male salaries (non-regular employees)				—	—	5,870,614		
	Median of female salaries (non-regular employees)				—	—	4,645,295		
	Average of male salaries (all workers)				Consolidated B	Yen	—	—	7,049,559
	Average of female salaries (all workers)						—	—	3,917,084
	Average female salary as percentage of male					—	—	55.6	
Average of male salaries (regular employees)	Yen	—	—	8,602,474					
Average of female salaries (regular employees)		—	—	5,087,637					
Average female salary as percentage of male	—	—	59.1						
Average of male salaries (non-regular employees)	Yen	—	—	3,177,622					
Average of female salaries (non-regular employees)		—	—	2,134,851					
Average female salary as percentage of male	—	—	67.2						

\* The average salary includes bonuses and non-standard wages.