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# Work-Life Balance

### Policy and Concept

Amid mounting concern about long working hours and mental health issues, it is vital for each employee to maintain a good balance between work and his or her personal life. This is a key requirement for feeling fulfilled in one's work and performing well. Implementing work style innovation will improve efficiency and enable a better work-life balance. We believe that this will in turn lead to increased productivity and sustainable growth for employees and companies.

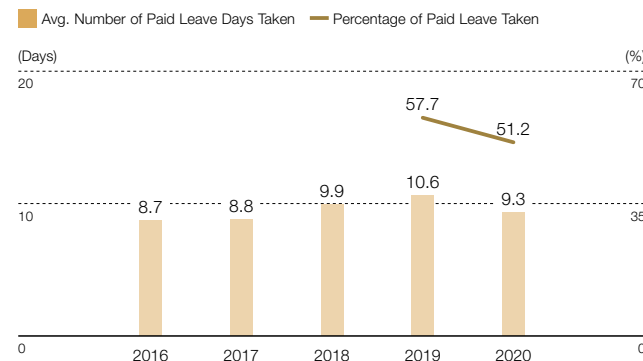
#### >> Tokyo Tatemono Work-Style Innovation Concepts

The goal of work-style innovation is to create more time by increasing efficiency, bringing about both corporate and individual growth as well as the happiness of the individual.

#### ■ Promoting the Use of Paid Leave

In addition to the regular paid leave policy, we have established a paid leave carryover policy. This policy allows employees to use

### Use of Paid Leave



their expired paid leave for purposes such as childcare, nursing care and medical treatment. We actively encourage employees to use their paid leave, having established a paid leave promotion period to make it easier for employees to take time off. We also provide refreshment leave to employees when they reach a certain number of years of continuous service to create a working environment in which each employee can shine.

(Data) Paid Leave Status P.71

### Labor-Management Cooperation in Work-Style Innovation

Tokyo Tatemono established the Work-Style Innovation Labor-Management Review Meeting with the labor union in 2017 (hereinafter referred to as the Study Council). The Study Council was established to enable labor and management to examine the necessary concrete measures to execute work-style innovation that is appropriate for Tokyo Tatemono. The

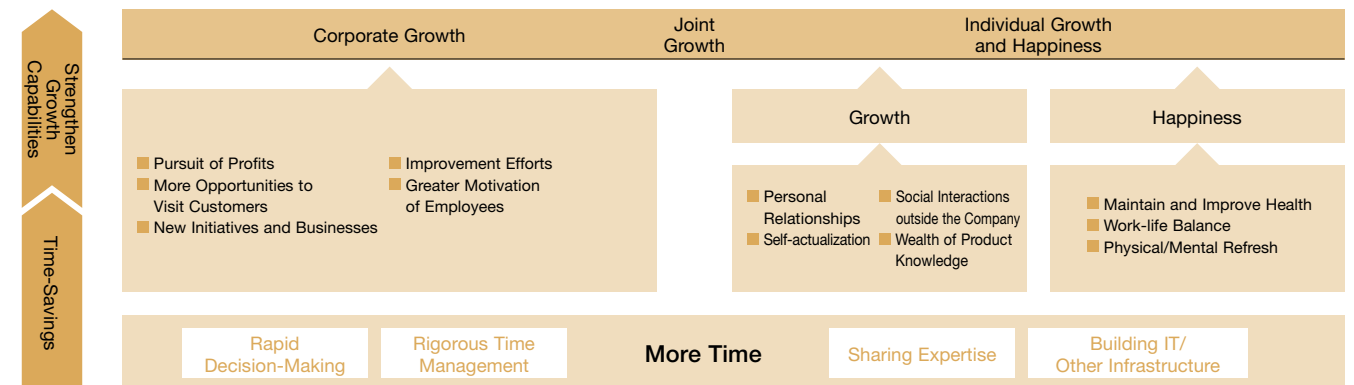
overall aim is to further improve productivity and efficiency in the execution of business operations in order to ensure the sustainable growth of our Group.

The Study Council also shares the purpose of and goals to be achieved through work-style innovation, engaging in broad-based discussions between labor and management. We have been conducting telework trials since 2018. We continued this use of telework in 2020 as part of our measures to prevent the spread of COVID-19. In addition to working from home, we aim to further improve productivity through the use of external satellite offices and increased adoption of various ICT tools.

#### >> Specific Measures for Work Style Innovation Discussed between Labor and Management

- 1 Thorough implementation of paperless processes
- 2 Use of various ICT tools
- 3 Conducting telework trials

### Diagram: Tokyo Tatemono Work-Style Innovation



## Social

### Work-Life Balance

#### Dialogue between Labor and Management

Tokyo Tatemono supports freedom of association and the right to collective bargaining. All employees (except for management and certain positions) are members of the Tokyo Tatemono Labor Union, organized within the company. The labor union and Tokyo Tatemono have concluded a labor agreement and work to solve a diverse range of challenges through dialogue between labor and management.

#### 📖 (Data) Percentage of Unionized Employees P.71

#### ■ Conclusion of Agreement on Overtime and Holiday Work

In accordance with the Labor Standards Act, an Agreement on Overtime and Holiday Work (commonly known as the “36 Agreement”) has been concluded with a person representing a majority of employees at each business site. This agreement applies to all employees except supervisors.

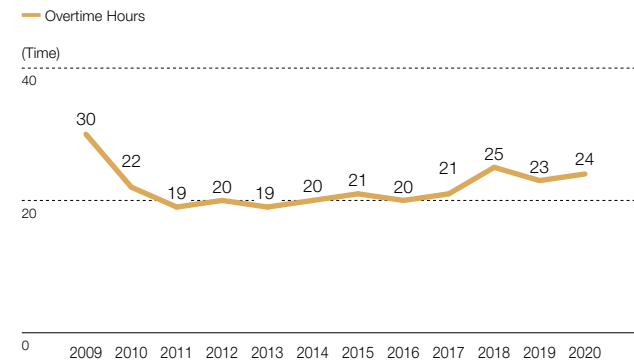
#### Initiatives to Reduce Overtime Work

Tokyo Tatemono has been engaged in ongoing measures to prevent overtime since 2008 from the perspective of work-life balance and employee health management.

In 2010, we adopted a system to shut down computers at the standard end of the working day to limit late-night working hours and prevent overwork. Furthermore, in departments where long-working hours occur, we have implemented a framework to address this issue by requiring direct supervisors to report on improvement measures and provide feedback to upper management. Through this PDCA cycle, we are striving to reduce overtime hours (overtime work hours).

These efforts paved the way for the labor-management work-style innovation that we began from 2017. Now more than ever, we are striving to improve efficiency and time management so that we can create more time for each of us.

#### Changes in Overtime Hours Worked per Month



#### TOPICS

#### TIMEWORK, a Space-Sharing Service for Corporations

The need for remote work among companies is increasing due to the progress of work style reforms and the impact of the coronavirus pandemic. This trend has spurred a rapid increase in the number of facilities offering shared and serviced offices.

However, the use of shared offices, meeting rooms, or other spaces operated by different entities generally requires a contract with each individual business as well as specific procedures for the use of each location. This presents a hurdle for companies that want to use many facilities as part of their work environment infrastructure.

To eliminate this obstacle, Tokyo Tatemono has partnered with companies such as Nippon Steel Kowa Real Estate Co., Ltd. and Nippon Tochi-Tatemono Co., Ltd. to launch TIMEWORK, a new shared office space-sharing platform. The service connects multiple facilities of different operators with user companies under a single contract, with the aim of providing a more convenient service for both user companies and member facilities. From November 2019, we launched a service that allows companies (users) to use, on an hourly billing basis, any facility from among the member-registered shared offices.

As of the end of December 2020, we have expanded to 106 locations.



Shared Office (+OURS Shinjuku)

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