

Diversity, Equity and Inclusion (DE&I)

The Hakuholdo DY Group considers each employee’s individual creativity, and their collaborative teamwork together, as the source of value, and the implementation of DE&I is an essential foundation for our business activities. We are undertaking various initiatives to ensure that diverse employees can work freely and fully utilize their skills.



Hakuholdo DY Group’s Diversity, Equity & Inclusion (DE&I) Policy

The Hakuholdo DY Group seeks to realize a society in which everyone can flourish and live active lifestyles of their choosing. We are an entity in which employees, each *sei-katsu-sha* themselves, connect with other *sei-katsu-sha*, society and a broad range of social challenges to invent the future, leveraging their own unique creativity.

DE&I is itself *sei-katsu-sha* insight—the DNA of the Hakuholdo DY Group—and a source of our innovation. We are thus committed to implementing DE&I throughout the Group under our management policies.

Details ▶ [WEB Full text of the DE&I Policy](#)

Implementation Structure

In our Group, senior management provides leadership with their commitment to DE&I.

Under the director responsible for overseeing sustainability, our Corporate Sustainability Division undertakes efforts to ensure dissemination of the policy and advance the DE&I agenda in general as the function responsible for sustainability.

Three Initiatives for Promoting DE&I

In May 2023, we formulated and announced the Hakuholdo DY Group’s Diversity, Equity & Inclusion (DE&I) Policy as part of our Group management policy. As our goal for gender equality, we have declared our aim of achieving a 30% ratio of women in management positions by fiscal 2030.

We will implement various initiatives to realize DE&I in ways unique to Hakuholdo DY Holdings.

An amenable working environment that is accommodating to individual circumstances

Rewarding work that promotes individual success

A society in which everyone can play an active role



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Creating an Amenable Working Environment

We are developing various systems and support measures that help all employees balance work and family life and develop their careers with peace of mind while exercising their creativity, even when also handling childcare or nursing care.

Supporting Employees' Work-Life Balance (Hakuhodo/Hakuhodo DY Media Partners)

Various systems are in place to help employees balance their work and life plans.

	Life Stage		
	Pre-Pregnancy Prenatal	Postpartum Maternity leave	Returning to work
Specific accumulated leave (pregnancy leave)	Pre-pregnancy		
Commuting relief during pregnancy	Prenatal		
Work exemption while visiting hospital*1	Prenatal to 1 year after delivery		
Prenatal leave	6 weeks including day of delivery Note: 14 weeks for multiple births		
Postpartum leave	8 weeks from day after delivery		
Spousal maternity leave	Male employees *2	3 days can be taken 6 weeks before childbirth to 8 weeks after childbirth	
Paternity leave	Male employees *3	Up to 4 weeks and within 8 weeks of birth Note: Can be taken in 2 installments	
Childcare leave	Up to April following child's second birthday		
Career interview before returning to work (optional)	Implemented 1-2 months before returning to work		
Shorter working hours	Less than 1 year old: Maximum 2 hours; Younger than third grade: Maximum 1 hour		
Babysitter assistance			
On-site childcare center	From 3 months to 3 years old		
Nursing leave*4	Five days per year per eligible child may be taken in one-hour increments		
Full-year support and contact	Pregnancy and childcare consultation service, career consultation, cafeteria plan, support for housework		

Nursing Care	Caregiving furlough	
	Vacations and holidays	93 days in total (Note: Can be taken in up to 3 installments)
	Caregiving leave*4	5 days per year per person requiring care may be taken in 1-hour increments
	Specific accumulated leave (caregiving/nursing care)	Remaining annual paid leave can be used for caregiving/nursing care purposes
Seminars and consultation desks	Consultation desks (internal and external) for caregiving/nursing care	Consultation services for nursing care available both inside and outside the Company
	Nursing care seminars and exchange opportunities	Seminars by outside lecturers and round-table discussions with other employees

*1 Health checkups required by law or public health guidance based on health checkups
 *2 Not limited to men if same-sex partners
 *3 In the case of adoptions, etc., women are also eligible
 *4 Up to 10 days if two or more people require care

TOPICS

Achieved 100% Rate of Male Childcare Leave in Fiscal 2022 (YOMIKO ADVERTISING)

In October 2022, YOMIKO ADVERTISING INC. endorsed the “100% male parental leave declaration” by Work-Life Balance Co., Ltd., aiming for 100% of eligible male employees to take childcare leave by 2024. The company requires male employees to take childcare leave within one year of childbirth as a general rule, with a target duration of two weeks. In addition to distributing a parenting handbook to all employees, the company has implemented measures such as providing incentives to team members supporting those who take childcare leave, regardless of gender, in order to encourage male employees to take advantage of childcare leave.

In fiscal 2022, all nine eligible employees took paternity leave, achieving a 100% ratio at the company.

Interview

Teams Working Together So 100% of Fathers Take Childcare Leave (YOMIKO ADVERTISING)

I took about a month and a half off for childcare after having my second child. This period allowed me to experience the importance of being with my family, and most importantly, the time I spent with my children could not have been happier.

While I had concerns about taking leave due to my position as a team leader, I received support from the entire department. By conducting a thorough review of my workload in advance and delegating tasks to other team members, I was able to gain the understanding and cooperation of our clients, and the overall experience of the team was enhanced. As a result, my time off also helped to improve the company's reputation, so I think things turned out really well all around. Having our own unique maternity leave system in place helped alleviate my psychological concerns. Since returning to work, I have been more conscious of time management and have been working together with my wife to ensure we have dedicated parenting time in the evenings.



Hirotaka Kimura
 Senior Manager,
 1st Business Producer Dept.
 1st Business Producer Division

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Ensuring Rewarding Work

The Hakuholdo DY Group aims to create a workplace culture in which all employees, regardless of attributes, can demonstrate their abilities and feel that work is rewarding.

Promoting the Activities of Female Employees

As a benchmark for realizing a corporate culture in which employees can play an active role regardless of gender, we aim to achieve a 30% ratio of female employees in management positions by fiscal 2030. We are working to promote the advancement of women through various measures, such as by cultivating human resources and improving the work environment, so that all female employees can find and pursue their own career paths.

Percentage of women new graduate employees	48.9%
Ratio of female employees in management positions	11.5%
Percentage of women returning to work after maternity leave	96.2%

(Fiscal 2022)

* Targets: Hakuholdo, Daiko Advertising, YOMIKO ADVERTISING, IREP, Hakuholdo DY Media Partners, D.A.Consortium, SoldOut

**Fiscal 2030 Group target ratio
for female employees in
management positions
30%**

Unconscious Bias Training (YOMIKO ADVERTISING)

In fiscal 2022, YOMIKO ADVERTISING introduced an initiative to address unconscious bias. This initiative includes mandatory online training for all corporate officers and employees and in-person training for team leaders responsible for on-site management. Additionally, the president led an initiative to share personal insights with all employees. The company aims to promote its DE&I initiatives by fostering an organizational culture where individuals are aware of biases.

Interview

Women Taking Leadership (Daiko Advertising/DAIKO WEDO)



Yumiko Hosoya

Team & Management Leader
Development Team
Human Capital
Development Promotion Division

At Daiko Advertising Inc./DAIKO WEDO creative & development inc., we strive to cultivate a culture and environment within the organization where diverse members can respect and acknowledge each other’s values and career paths.

Given the company’s current under-representation of women in managerial positions, we launched a leadership training program for women in fiscal 2022. Our objectives were to eliminate gender bias and foster female leadership.

The training is not just aimed at people becoming managers. Rather, it is designed as a step toward taking positive action, drawing a career path that suits the individual, including management positions, from among various career options. The training highlights an awareness toward and practical application of a leadership style that leverages one’s own strengths,

and consists of three sessions held once every other month.

The training targets around 30 mid-level female employees that expect to demonstrate leadership, as well as their immediate superiors. Recognizing the importance of a shift in mindset throughout the organization, we are concurrently conducting training for their direct supervisors.

Our training program covers a wide range of topics, including diverse leadership styles, recognizing personal strengths, effective communication, problem-solving, and decision-making skills. Participants learn how to apply these skills and reflect on their implementation in the workplace.

Initially, some questions were raised about holding training exclusively for women. However, participants offered positive feedback after the training, such as “It was beneficial to have a training session exclusively for female employees,” “The training provided more insights into the career paths for women within the company,” and “It provided an opportunity for self-reflection on my own career.”

Going forward, in addition to this training, we plan to continue exploring various other approaches to address gender bias.

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A Society in Which Everyone Can Play an Active Role

The Hakuholdo DY Group aims to create a society where every *sei-katsu-sha* can fully express their individuality and abilities. In addition to internal activities, we actively engage in external communications and business activities to generate an impact on society as a whole.

LGBTQ-Related Initiatives (Hakuholdo/Hakuholdo DY Media Partners)

We promote LGBTQ initiatives to foster an environment in which all employees of every orientation and gender can fulfill their potential.

▶ **Establishing the “Diversity Consultation Desk”**

In November 2021, we established the Diversity Counseling Office to facilitate anonymous consultation regarding problems related to diversity and sexuality.

▶ **Expanding the Definition of “Spouse”**

In November 2022, we expanded our definition of “spouse” to include “partners in de facto marriages and same-sex partners.” This change extends eligibility for various personnel systems and welfare benefits.

TOPICS

Japan LGBT Research Institute to Create New Values in Society by Thinking in Terms of Diverse Sexuality (Daiko Advertising/DAIKO WEDO)

In 2016, we established a specialized think tank focusing on diverse sexual orientations, including LGBTQ. Through our research and analysis on sexual orientations through *Sei-katsu-sha* Insight, we serve as a bridge connecting LGBTQ individuals with corporations and local governments, supporting DE&I initiatives and marketing activities. In 2021, we conducted the LGBT Awareness and Behavior Survey 2021, targeting approximately 430,000 people throughout Japan. We believe that promoting further understanding and engagement with sexual minorities, including LGBTQ, is crucial. Accordingly, we strive to build a society that collaborates with LGBTQ individuals through this survey and other initiatives.



Promoting the Employment of People with Disabilities

To ensure that all employees, regardless of disability status, can feel that their work as members of the Hakuholdo DY Group is rewarding, we actively promote the development of an environment for the reasonable accommodation and employment of people with disabilities.

Rate of Employment of People with Disabilities within the Hakuholdo DY Group
At Group level 2.50%
 (As of March 31, 2023)

TOPICS

Leveraging a Diverse Workforce and Obtaining Certification as a Company Where People with Disabilities Can Prosper (Hakuholdo DY I.O)

Hakuholdo DY I.O Inc. is a special-purpose subsidiary of the Hakuholdo DY Group that handles services shared among Group companies. As of April 2023, the company employed 93 people with disabilities, accounting for a majority of the 170 employees.

The “I.O” in the company name derives from “input” and “output,” which refer to the company’s main businesses at its establishment. Hakuholdo DY I.O is characterized by a strong commitment to contributing through work as a team on an equal basis, regardless of disability status. The company values and acknowledges each individual’s unique qualities and abilities, fostering a supportive and collaborative environment for vibrant and effective work performance. Today, in addition to input and output, it handles a variety of other business for Group companies, including accounting work, checking invoices, etc., website development, and data processing.



TOPICS

SUPERYARD, a New Company That Expands Employment for People with Mental Disabilities and Supports Career Advancement (Hakuholdo)

SUPERYARD CO., LTD., was established in February 2023 as a joint venture between Hakuholdo Inc. and Mitsui Fudosan Co., Ltd. By combining Mitsui Fudosan’s knowledge of working styles and offices with the know-how cultivated in Hakuholdo’s advertising business to identify and communicate their top features, the new company will work to realize a society in which people with mental disabilities, each of whom has different characteristics, can play an active role in various companies and develop their careers.