

## E S G Unleashing Creativity Through the Growth of and Respect for Diverse Individuals

### Implementing Diversity, Equity and Inclusion

In our Group, senior management provides leadership with their commitment to 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 policies. As our goal for gender equality, we have declared our aim of achieving a 30% ratio of women in management positions by fiscal 2030.



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

The Hakuholdo DY Group aims to create a society abounding in *sei-katsu-sha's* aspirations and where they can live vibrant lives. We are an entity in which employees, each *sei-katsu-sha* themselves, connect with other *sei-katsu-sha* and society to take on a broad range of social challenges to invent the future through 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



### DE&I Implementation Structure

The Corporate Sustainability Division works under the guidance of the director responsible for overseeing sustainability and with the Social Subcommittee members selected from each operating company to disseminate policies and implement various initiatives.

### Implementing DE&I by Leveraging Group Synergies

To accelerate understanding and implementation of DE&I across the Group, we regularly hold meetup sessions where people responsible for implementing DE&I at each Group company share case studies and information, and discuss issues common to the Group.

### Making Progress on Gender Equality Targets

To enable all female employees to find and pursue their own career paths, we are identifying issues and implementing specific initiatives at each Group company.

	Fiscal 2022	Fiscal 2023	Fiscal 2024
Percentage of women in management positions*1	11.5%	13.1%	13.8%
Percentage of eligible men who took paternity leave*1	58.7%	74.3%	88.7%
Gender wage gap*2	70.1%	70.0%	72.7%

\*1 Hakuholdo, Daiko Advertising, YOMIKO ADVERTISING, Hakuholdo DY ONE (IREP, D.A.Consortium), Hakuholdo DY Media Partners, SoldOut, HAKUHODO Technologies (fiscal 2024 only)

\*2 Hakuholdo

Group target ratio  
for women in  
management positions  
by fiscal 2030

30 %

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## Creating an Amenable Working Environment That Accommodates All

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 unleashing their creativity.

### “huug” Initiatives to Support Work-Life Balance (Hakuhodo)

At Hakuhodo, we are implementing initiatives to support the balance between work and responsibilities such as childcare and nursing care, with the goal of creating a more comfortable work environment. We have expanded a variety of systems that support employees in balancing work with their life events, such as the Kazoku Omoi Kyuka system and CREATIVE KIDS CAMP, a childcare support program during long school holidays. These initiatives are collectively branded as “huug,” and we hold regular internal events to raise awareness and encourage participation.

#### Kazoku Omoi Kyuka



A special leave system that allows employees to take up to five days off to attend children’s events or care for family members in need of nursing or assistance. Commonly known as “Kazoku Leave.”



#### CREATIVE KIDS CAMP

During long school vacations, an in-house event called CREATIVE KIDS CAMP is held to provide childcare for employees’ children while introducing them to the Company and creativity.



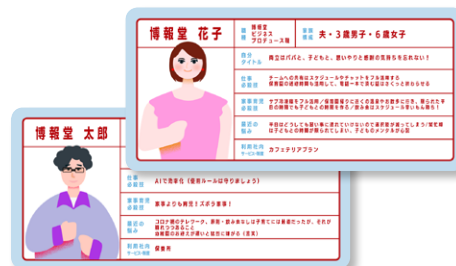
#### Meal Support

A program that helps employees and their families with meal preparation during busy times. Offers discounts and benefits for multiple home meal delivery services.



#### “huug” Mom and Dad Directory

An internal website where employees can search for colleagues who are parents to serve as relatable role models. Roundtable sessions are also held to encourage interaction and exchange.



## Systems and Initiatives Supporting Employees’ Work-Life Balance (Hakuhodo)

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

	Life Stage		
	Pre-Pregnancy Prenatal	Postpartum Maternity Leave	Returning To Work
Childcare	Specific accumulated leave (pregnancy leave / Kazoku Omoi Kyuka)		
	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
	Shorter working hours	Less than 1 year old: Maximum 2 hours; Younger than third grade: Maximum 1 hour	
	Babysitter assistance, support for sick children		
Nursing Care	On-site childcare center	From 3 months to 3 years old	
	Child nursing leave*4	10 days per year per eligible child may be taken in one-hour increments	
	Consultation desks	Consultation desks (internal), pregnancy and childcare consultation services, career consultation	
	Full-year support	Cafeteria plan, housework support, Work-Life Balance Handbook	

Vacations and holidays	Caregiving furlough	93 days in total Note: Can be taken in up to 3 installments
	Caregiving leave	Up to 5 days per year per person requiring care (10 days for two or more), available in one-hour increments
Workstyle	Specific accumulated leave (caregiving / nursing care / Kazoku Omoi Kyuka)	Remaining annual paid leave can be used for caregiving / nursing care purposes
	Shortened working hours	Can be taken within three years per eligible family member
	Nursing care seminars and exchange opportunities	Seminars by outside lecturers and round-table discussions with other employees (KAIGO CAFE)
	Consultation desks	Consultation services for nursing care available both inside and outside the Company
Seminars and consultation desks	Full-year support	Cafeteria plan, housework and nursing care support, Work-Life Balance Handbook

\*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 15 days if two or more people require care

### Workstyle Transformation Committee (Hakuhodo)

Guided by the workstyle vision of creating a better relationship between work and life, we are pursuing workstyle transformation that enables employees to deliver their maximum value. In fiscal 2024, we promoted a clear distinction between “working” and “resting,” establishing Groupwide periods encouraging the use of paid leave and to promote flexible vacation-taking on a team basis. In addition, through AI utilization training and trial implementations, we laid the groundwork for greater efficiency and sophistication in operations.

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## Promoting Work That is Rewarding and Encourages Individual Success

We aim to create a workplace culture in which every employee can demonstrate their abilities and feel a sense of fulfillment in their work, regardless of individual attributes.

### Unconscious Bias Training

As the number of employees with diverse working styles and experiences continues to increase, we understand the importance of recognizing diversity and controlling biases in promotion and evaluation processes within our management. Aiming to create an organization where each employee can recognize their own biases, we are continuing to conduct unconscious bias training at each Group company.

### Female Leadership Training (Daiko Advertising)

At Daiko Advertising, we conduct women's leadership training for mid-career female employees. The purpose of this program is to learn about diverse forms of leadership and to acquire the skills and mindset needed to demonstrate one's own style of leadership. The program comprised 20 participants in fiscal 2024. In addition, we trialed an external mentorship program in which five participants received objective advice from outside role models. The opportunity to consult role models about career development was highly valued by participants, and the program is being expanded and continued. Going forward, Daiko plans to incorporate a variety of initiatives to eliminate the gender gap.

### Women's Career Design Workshop (Hakuhodo)

At Hakuhodo, we are promoting the creation of an environment and culture where everyone can work with peace of mind and build a long-term career. As one such initiative, in fiscal 2024 we held a workshop for female employees in account service to foster career ownership. Through reflecting on past experiences, discussing current challenges, and sharing what they value going forward, participants were encouraged to think proactively and positively about their own careers.



### HaHaHa Creative™ (Hakuhodo Product's)

At Hakuhodo Product's, we launched a creative unit composed of thriving professional female designers and copywriters who are also raising children. By bringing together employees of varied ages and family situations and incorporating multifaceted perspectives, the unit aims to generate proposals from two complementary angles: "timeless parenting insights" and "evolving parent-child trends." The unit's members collaborate flexibly in line with individual life plans.



## My Aspirations

### Creating a Workplace Where Everyone Can Shine and Embrace Challenges

At HAKUHODO Technologies, we are working to create an environment where employees can pursue working styles and careers that suit them. In addition to expanding benefits to meet diverse needs, we have introduced the Personalized Learning Program to support individual learning plans. Recognizing the promotion of women's participation in the technology industry as a key issue, we are focusing both on developing and strengthening the recruitment of in-house talent and on broadening the industry's base. Our female managers and other staff actively participate as speakers at conferences that support the careers of women engineers, sharing the appeal of the technology field.



**Ayako Kiuchi**

Executive Manager  
HR Strategy Division  
Integrity Implementation  
Department  
HAKUHODO Technologies

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## Realizing a Society in Which Everyone Plays 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 impact society as a whole.

### Promoting the Employment of People with Disabilities

Within the Group, we actively promote the placement and employment of individuals with disabilities or unique characteristics in positions suited to their abilities, while developing an environment based on reasonable accommodation and pursuing various related initiatives. Hakuholdo DY I.O Inc., which provides shared services for Group companies, has established an accommodation consultation desk to handle inquiries from across the Group. SUPERYARD, a joint venture launched in 2023 by Hakuholdo and Mitsui Fudosan Co., Ltd. to support the employment and career development of people with mental disabilities, works to ensure that individuals with diverse characteristics can build their careers with confidence and peace of mind.

Rate of employment of people  
with disabilities within the  
Hakuholdo DY Group

At Group level **2.64%**  
(As of March 31, 2025)

### LGBTQ+-Related Initiatives

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

At the core operating companies, we are improving various human resource systems, including expanding eligibility requirements for spouses, in addition to establishing consultation desks. At Hakuholdo, both in-house and external consultation desks are available, providing a structure that allows for anonymous inquiries.

#### Details of Initiatives

- |  |  |   |
|--|--|---|
| • Establishment of consultation desks                  | • Installation of multi-purpose restrooms  | • Implementation of internal awareness-raising events |
| • Expansion of spousal eligibility requirements        | • Establishment of harassment response guidelines  | • Distribution of training videos                     |
| • Use of preferred names and choice of gender identity | • Provision of option to select genders other than male or female during recruitment application |   |

### Third-Party Evaluation

Hakuholdo and Hakuholdo DY Media Partners received the Gold rating in the “PRIDE Index 2024,” an initiative organized by “work with Pride.”\*

\* work with Pride: A general incorporated association that supports the promotion and establishment of diversity management related to LGBTQ+ and other sexual and gender minorities in companies and other organizations



## My Aspirations

### Creating a Workplace and Department Where Employees with Disabilities Can Script Their Futures

I am responsible for managing and hiring employees with disabilities. Our department has 45 members in total, 80% of whom are employees with mental or developmental disabilities. In my work, I am mindful not to overlook subtle signs during the three interviews we hold each month. For example, when someone says “I’m fine,” it may in fact be an expression of resignation, thinking “There’s no point in saying anything.” There is no single correct approach, but careful interviews and open exchanges of opinions are essential to moving forward in our work. I believe it is important to create an environment where employees with disabilities can script their own future within our company and this department.



**Kanako Katsuta**  
Business Operation  
Department  
General Affairs Division  
Corporate Management  
Group  
Hakuholdo DY ONE

## My Aspirations

### Fostering a Culture Where Everyone Can Thrive Through Open Communication

It’s been a year and a half since I began serving as the person in charge of LGBTQ+ awareness initiatives, and I have come to realize once again that there are still many people who feel constrained in their daily lives, due to pressure to present as “ordinary.” Beyond developing systems and structures, I believe that fostering a culture in which all employees respect one another is essential to realizing a workplace where everyone can thrive. Recently, I have been greatly encouraged to see more colleagues voluntarily expressing “I’m an ally.” I believe that continuing to communicate such messages both inside and outside the company will enhance engagement among all employees and help build a vibrant corporate culture with a strong sense of psychological safety.



**Shogo Eguchi**  
Human Resource  
Relations Department  
Human Resource  
Management Division  
Hakuholdo

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## Promotion of Well-Being

### Health and Productivity Management

The Hakuhold DY Group strives to create an environment where all of its employees can make full use of their skills and are empowered to express their individuality and contribute in the workplace. Along with DE&I implementation and workstyle transformation, we are strengthening our Groupwide implementation capabilities and undertaking various initiatives to resolve issues related to health and productivity management.

#### Health and Productivity Management Initiatives (Hakuhold)

##### Health Declaration

Hakuhold is a company that values people as our assets. (...) As professionals, we always prioritize maintaining our own health and expanding our capabilities, while also considering the health and well-being of our team members. Every person working at Hakuhold enjoys an environment in which “work enriches life, and life enriches work.” At the foundation of this environment is each individual’s health.

Moving forward, Hakuhold will continue to advance health and productivity management to support the sustainable growth of its employees and the company, and to provide new value to society.

Kenji Nagura  
Representative Director & President

#### Implementation Structure

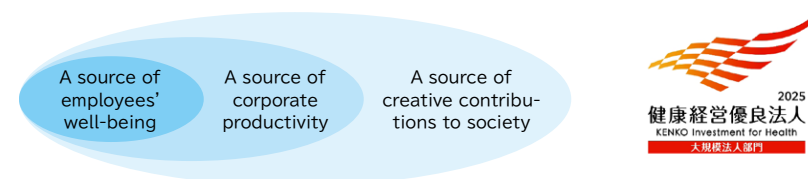
We have appointed a chief health officer (CHO) and, with the Human Resource Management Division’s Health Management Department serving as a hub, promote health and productivity management through the collaboration of many medical professionals. These include occupational physicians at each business site, occupational health staff at the Health Support Center, and medical specialists at in-house clinics at our Head Office and Kansai Office, all leveraging their high levels of expertise. We are also strengthening collaborative health initiatives in partnership with our health insurance association.

#### Health and Productivity Management Approach

With the vision of “looking to a future of well-being inspired by *sei-katsu-sha* insight,” we view employee health as having three essential sources: employee well-being, corporate

productivity, and creative contributions to society. Based on this belief, we have formulated a Health and Productivity Management Strategy Map to ensure that employee health promotion leads to organizational vitality and contributions to society. Through our health creation platform, the *Karada CHANTO!* Project, we have developed an environment that encourages employees to increase their awareness of prevention-oriented activities on their own initiative. This fosters a high level of consciousness toward well-being for every individual. In recognition of these activities, we have earned certification as a KENKO Investment for Health Outstanding Organization (large enterprise category) for three consecutive years since fiscal 2022.

#### Three Layers of Health and Productivity management



#### Health Creation Platform: *Karada CHANTO!* Project

Know, enhance, and spread awareness—face your own body (mind and body) more seriously (“chantō” in Japanese), and support one another through “chantō” activities!

##### Know

Provide necessary information and opportunities for health improvement

- *Karada CHANTO!* News
- Mental health consultations (self-care / line-care)
- Health follow-up interviews

##### Enhance

Strengthen opportunities and mechanisms to experience and sustain health improvement

- *Karada CHANTO!* seminars
- Strengthened follow-up after health checkups
- DREAM (health data dashboard)

##### Spread

Expand health improvement initiatives to the Company and society

- Health white paper
- *Karada CHANTO!* community
- Checkup Championship

Note: In Japanese, “chantō” carries the connotation of “properly” or “earnestly.” Here, it is also a pun on “chant,” the term for cheering songs in soccer and other sports.

Details ▶ [WEB](#) Healthy and Sound Workstyles (Hakuhold DY Holdings)

Details ▶ [WEB](#) Well-Being (Hakuhold) (in Japanese)