

Diversity, Equity, and Inclusion (DE&I)

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 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.



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

The Hakuhodo 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 Hakuhodo 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 S (social) Subcommittee members selected from each operating company to disseminate policies and promote various initiatives.

Promoting DE&I by Leveraging Group Synergies

To accelerate the understanding and promotion of DE&I among Group companies, we regularly share case studies and hold information-sharing meetings among the personnel in charge of DE&I promotion at each Group company. We are promoting various measures to meet the challenges of each operating company.

Making Progress on Gender Equality Targets

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

Percentage of female new-graduate employees	51.4%
Ratio of women in management positions	13.1%
Ratio of women returning to work after maternity leave	96.4%
Percentage of female executives	6.4%

Group target ratio
for women in management
positions by fiscal 2030

30%

(Fiscal 2023)

Note: Target for Hakuhodo, Daiko Advertising, YOMIKO ADVERTISING, Hakuhodo DY ONE (IREP, D.A.Consortium), Hakuhodo DY Media Partners



Diversity, Equity, and Inclusion (DE&I)

Creating an Amenable Working Environment That is Accommodating to Individual Circumstances

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.

Childcare			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*		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				
	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		
Consultation desks		Consultation desks (internal), pregnancy and childcare consultation services, career consultation			
Full-year support		Cafeteria plan, housework support			
Nursing Care	Vacations and holidays	Caregiving furlough	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	Nursing care seminars and exchange opportunities	Seminars by outside lecturers and round-table discussions with other employees		
		Consultation desks	Consultation services for nursing care available both inside and outside the Company		
	Full-year support	Cafeteria plan, housework and nursing care support			

*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

A Teamwork Approach to Achieving a Work-Life Balance (Hakuhodo / Hakuhodo DY Media Partners / YOMIKO ADVERTISING / HAKUHODO Technologies)

To address as a team the challenge of balancing work and childcare, we have distributed a handbook summarizing our support for integrating work with other aspects of life.

Hakuhodo and Hakuhodo DY Media Partners have created dedicated pages for managers and team members and provided income simulation spreadsheets. YOMIKO ADVERTISING has introduced various measures to support a work-life balance, starting with a message from the president embracing work-life balance and is highlighting a mentoring system with senior employees who are parents themselves as mentors.

We view the integration of parenting and work as an opportunity for personal growth, and we believe it can enhance *sei-katsu-sha* insight. Recognizing that employees may be juggling various responsibilities in addition to childcare, such as providing care to other family members and accompanying them to medical appointments, we aim to use childcare as a catalyst to create a workplace that supports and respects employees' careers and responsibilities outside of work.



Company handbooks on supporting a balance between work and private life (From left: Hakuhodo / Hakuhodo DY Media Partners / YOMIKO ADVERTISING / HAKUHODO Technologies)



Parents acting as mentors (YOMIKO ADVERTISING)

Transforming Working Styles (Hakuhodo / Hakuhodo DY Media Partners)

In fiscal 2022, core Group operating companies Hakuhodo and Hakuhodo DY Media Partners established a Workstyle Transformation Committee and formulated the guiding principle of "time value management" and a new vision for better ways of working, which is "creating a better relationship between work and life." Rather than simply reducing working hours, our goal is to create a creative and sustainable team where every member can share their unique perspectives without pushing themselves too hard or feeling hesitant, fostering imagination and respecting diverse values. We will continue to promote initiatives to realize this vision.

Time
Value
Management



はたらくと人生を、
もっといい関係に。

Diversity, Equity, and Inclusion (DE&I)

Promoting Work That Is Rewarding and Encourages Individual Success

The Hakuholdo DY Group aims 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 (Hakuholdo / Hakuholdo DY Media Partners /
Daiko Advertising / YOMIKO ADVERTISING)**

Hakuholdo, Hakuholdo DY Media Partners, Daiko Advertising, and YOMIKO ADVERTISING provide 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. By creating an organization where each employee is aware of their own biases, we aim to promote diversity, equity, and inclusion throughout the Group.

Female Leadership Training (Daiko Advertising)

In fiscal 2022, Daiko Advertising organized a training program targeting mid-level female employees. The program aims to help participants gain knowledge about diverse leadership styles and equip them with the skills and mindset to showcase their own unique leadership abilities. The training includes practical assignments in the workplace and encourages interaction among female employees. Past participants have noted that the training provided a valuable opportunity to gain career insights.

TOPICS

A Collaborative Unconscious Bias Project with University Students

Hakuholdo Kyarijoken Plus (Hakuholdo Career Woman Lab+) embraces the vision of “creating a ‘neutral society’ in which everyone can live comfortably, based on women’s happiness.” In 2023, we conducted a lecture on unconscious bias for students at Seisen University. We gained insights from the perspective of Generation Z about biases and potential solutions, which made the experience highly educational.



Yuma Shirane
Leader
Hakuholdo Kyarijoken-Plus
Hakuholdo

TOPICS

Creating a Working Environment Where Women Can Shine

In 2024, SoldOut achieved the highest Eruboshi Certification level of three stars. The company has created a friendly working environment by establishing systems and promoting initiatives such as shortened working hours, full flextime, and a fully remote work system with no geographical restrictions. We have also worked to support career development through various forms of employment, career paths, transfer request systems, and regular career discussions.



Numerous examples of female empowerment have emerged as a result. SoldOut aims to be a company where each individual can demonstrate their strengths and actively contribute, and we will continue to promote female empowerment to this end.



Hiromi Maeda
Sustainability Promotion
Group
Sustainability Promotion
Office
SoldOut

Interview

My
Aspirations**The Most Important Thing When Working In a Team Is Trust**

I have always been in a leadership role, but never had a conscious desire to be a manager. I participated in the women’s leadership training program mainly to gain insight into my own career. When I actually took the course, though, my thinking became clearer, and I found it a valuable learning opportunity. In the training, I learned about different ways of thinking and systematic approaches to work. Conversations with colleagues from other departments that I don’t usually interact with (especially those of the same gender and with similar career paths) led to many discoveries and realizations. Also, the various exercises during the course provided an opportunity for me to delve deeper into myself. One significant insight I gained is that trust is the most important factor in working as a team. I strive to keep that in mind and live by it every day.



Ryoko Nakama
Human Capital Strategy
Division
Human Capital Planning
Department
Daiko Advertising

Diversity, Equity, and Inclusion (DE&I)

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

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. Hakuholdo DY I.O Inc., a special-purpose subsidiary of the Group that provides shared services, has established a reasonable accommodation consultation desk to respond to inquiries from various companies within the Group. Additionally, SUPERYARD, a joint venture Hakuholdo and Mitsui Fudosan Co., Ltd., launched in February 2023, is dedicated to helping expand employment opportunities and supporting the career development of individuals with mental disabilities. The venture is committed to creating a society where individuals with differing levels of cognitive abilities can build their careers with peace of mind.

Rate of Employment of People with Disabilities Within the Hakuholdo DY Group

At Group level **2.54%**
(As of March 31, 2024)

Interview



I Want To Expand Opportunities for People with Disabilities and Able-Bodied People to Grow Together

More than half of the people in my department are hearing impaired, so we have sign language interpreters on staff. Many of the hearing employees are also proficient in sign language, which has become so integrated within our company that it is like a second language for us. As a result, we have a working environment where communication is not a source of stress and is conducive to a comfortable work experience. A wide range of tasks at Hakuholdo DY I.O require independent judgment and thinking. As we are responsible for shared services among Group companies, including advertising agencies, we are often involved in tasks that align with current trends and societal developments. This aspect of the work allows us to deepen our knowledge and experience, which is one of the attractive qualities of our company.



Miyuki Fukuda
Accounting Division 1,
Operating Department 1
Hakuholdo DY I.O

LGBTQ+-Related Initiatives

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

► Establishing a Consultation Desk (Hakuholdo / Hakuholdo DY Media Partners / SoldOut)

We have established a consultation desk to address matters related to gender and sexual orientation. Hakuholdo and Hakuholdo DY Media Partners set up both internal and external contact points to help individuals seek counseling anonymously.

► Expanding Our Definition of “Spouse” (Hakuholdo / Hakuholdo DY Media Partners / SoldOut)

To create a working environment that is amenable to all, we have expanded our definition of “spouse” to include “partners in de facto marriages and same-sex partners.” This change expands eligibility for various personnel systems and welfare benefits.

► Japan LGBT Research Institute Releases a Report (Daiko Advertising / SIGNING)

We support DE&I promotion activities and marketing efforts by conducting research and studies on diverse gender identities through *sei-katsu-sha* insight and by acting as a bridge between LGBTQ+ individuals and corporations, and local governments. In March 2024, Japan LGBT Research Institute, SIGNING, and Daiko Advertising jointly released the *GENDER POSITIVE REPORT*, which focuses on the growing positive acceptance of gender diversity.



TOPICS

Receiving a Silver Rating in the PRIDE Index 2023 (Hakuholdo / Hakuholdo DY Media Partners)

Hakuholdo and Hakuholdo DY Media Partners received a Silver rating in the PRIDE Index 2023. This index was formulated by work with Pride*, an association that evaluates workplace initiatives related to LGBTQ+ and other sexual and gender minorities. This recognition is the result of our efforts to establish consultation services and expand our definition of “spouse.” Moving forward, we will continue working to improve the workplace environment and promote a corporate culture that encourages active participation by all.

* 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

