

Diverse human resources who share SECOM's Philosophy and thrive in a free and open corporate culture are our most important assets and the driving force behind our growth.

## Encouraging a managerial mindset and enhancing employees' ability to cope with change

A company's ability to transform itself in response to dramatic changes in the operating environment hinges on its ability to adapt. We recognize that this depends on encouraging a managerial mindset among all employees, that is, on fostering employees who share SECOM's Philosophy, understand our mission and are capable of forming judgments and acting independently. To bolster the functioning of this mindset, we continue to promote a fair and impartial organization that ensures a free and open corporate culture and motivates employees to perform.

We also acknowledge that a high degree of job satisfaction is crucial to the success of our managerial mindset. We are thus working to create a virtuous circle, recognizing that improving job satisfaction makes it possible for employees to demonstrate their personal ambitions at a higher level, which helps raise the quality of the services we provide. This enhances customer satisfaction and society's perception of SECOM as a trustworthy brand, which in turn drives employees' efforts to devise and provide even better services. This virtuous circle, rooted in

employee job satisfaction, will support our efforts to ensure sustainable growth.



SECOM employees work to provide services worthy of customers' trust

## SECOM's Philosophy: The unfaltering foundation of our corporate culture

Handed down since our establishment, SECOM's Philosophy has provided an essential spiritual anchor for both our diverse human resources and the SECOM Group as a whole, guiding the efforts of employees to maintain a managerial mindset and enabling us to maximize the power of our organization. This philosophy emphasizes a refusal to be content with the status quo and a commitment to doing what is appropriate and continues to be the driving force behind our growth and evolution. Acting in compliance with SECOM's

Philosophy, our employees are committed to keeping abreast of change and keen to contribute to society.

We have translated SECOM's Philosophy into multiple languages and work to advance awareness thereof among employees overseas. We view human resources who share this philosophy and thrive in a free and open corporate culture as incomparable intangible assets and a vital source of competitiveness. We will continue to prioritize these assets as we work to develop and provide original

services and systems that benefit society and draw on a corporate culture, the unfaltering foundation of which is SECOM's Philosophy.



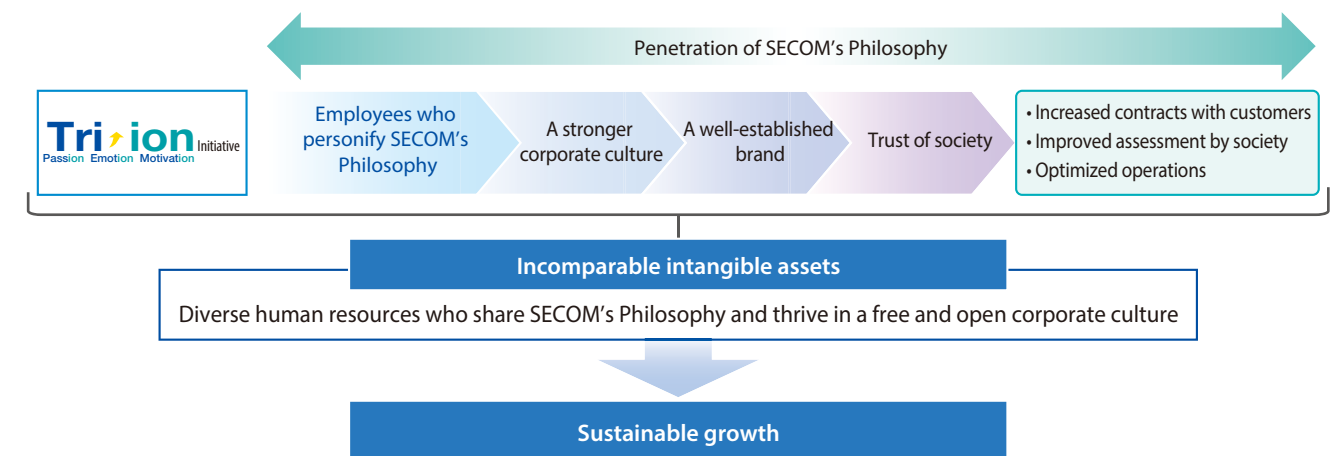
SECOM's Philosophy guides the actions of SECOM employees

## The Tri-ion Initiative

In 2018, the year we formulated the SECOM Group Road Map 2022, we also began promoting efforts in line with the Tri-ion Initiative, a project that seeks to ensure that SECOM's Philosophy fully penetrates every aspect of the SECOM Group's operations and in so doing to bolster recognition of the SECOM brand. This initiative seeks to arouse

employees' passion, encourage them to share their excitement—a powerful emotion—and bolster motivation (the "ion" in the initiative's name is the last three letters of "passion," "emotion" and "motivation") and to nurture employees who personify SECOM's Philosophy. This is because we recognize that employees who act in

accordance with the philosophy are essential to a healthy corporate culture, which in turn is critical to enhancing society's recognition of SECOM as a trustworthy brand. Accordingly, having employees who thrive in a free and open corporate culture is the principal factor behind our brand image.



## Promoting diversity

Understanding the importance of welcoming a broad spectrum of individuals with wide-ranging values and leveraging the capabilities of such individuals to create new value, we actively promote diversity. In October 2017, we established the Declaration of Promoting Diversity and Inclusions, which enshrines our commitment to acceptance

and respect for all employees, regardless of attributes such as gender, nationality or age, and to ensuring inclusive working environments that maximize the capabilities of all employees. Prior to this, on March 1, 2016, we announced the Action Plan on Women's Active Participation, which outlines a variety of initiatives aimed at creating positive

working environments conducive to job satisfaction for female employees. These include fostering female leaders and introducing flexible work styles that make it easier to balance competing responsibilities, thereby increasing our ability to retain female employees.