








	Vision	Materiality	Examples of initiatives	KPI	Related SDGs
Environmental	Creation of a Sustainable and Rich Global Environment	① Responding to Climate Change Issues	<ul style="list-style-type: none"> •GHG reduction in construction activities SCOPE1 : Use of low-carbon fuel (efficiency improvement), construction efficiency improvement SCOPE2 : ZEB construction offices (energy-saving, use of renewable energies) SCOPE3 : Use of low-carbon concrete, promotion of ZEB, CO2 absorption by blue carbon in coastal areas etc. •Promotion of ZEB (energy saving, use of renewable energies) •Contribution to the expansion of renewable energy supply through offshore wind construction 	<ul style="list-style-type: none"> •CO2 emission (SCOPE1,2) : 50% reduction(by FY 3/2031, vs. FY 3/2020) •CO2 emission (SCOPE3) : 30% reduction(by FY 3/2031, vs. FY 3/2020) •Percentage of vehicles using additive to improve fuel economy : 100% (by FY 3/2031) •Percentage of eco-friendly construction machinery : 100% (by FY 3/2031) • Number of orders for ZEB buildings •Output from constructed offshore wind farms 	
		② Creation of a Rich Environment <ul style="list-style-type: none"> •Creation of aquatic environment •Prevention of environmental pollution •Promotion of resource recycling •Conservation of biodiversity •Effective use of water resources 	<ul style="list-style-type: none"> •Promotion of resource recycling Recycling of construction generated soil and construction sludge Improvement of soft dredged soil using "Calcia" (made from steel slag) and "Watoru" (made from paper sludge ashes), Food recycling business (composting of food waste) •Absorption of CO2 by blue carbon and Calcia reformed soil in coastal areas Creation and conservation of seaweed beds and tidal flats, use of Calcia modified soil (dredged soft soil) 	<ul style="list-style-type: none"> •Sales from resource recycling businesses •Construction waste recycling rate : 95% or higher •Number of violation of environmental laws and regulations : Zero •Development of blue-carbon related technologies : Confirmation of CO2 absorption effect(FY 3/2026), application to actual projects (FY 3/2031) 	
Social	Sustainable Construction Business Activities	③ Construction of High-quality Social Infrastructure and Buildings <ul style="list-style-type: none"> •Ensuring quality •Coexistence with local communities 	<ul style="list-style-type: none"> •Gaining trust of clients through reliable safety and quality backed by technology Demonstrating collective strengths by inter-departmental collaboration and front-loading initiatives Sharpening competitive edge by originating third-party alliance at home and abroad Sustainable construction (safety first, high-quality, resilient, environmentally conscious, coexistence with local communities, sustainable supply chain) 	<ul style="list-style-type: none"> •Number of commendations (Commendations from the Minister, the directopr of regional development bureaus, Nikkenren and JSCE awards) •Score of projects awarded by the government: Average 80 points or better •Private clients satisfaction survey "Satisfied" or better ※ : 95% or higher •Numbers of cases of non-conforming product handing ※ ※Quality management system 	
		④ Enhancing Technology Development and Technical Capabilities (Promotion of DX &GX initiatives)	<ul style="list-style-type: none"> •Sources of competitiveness, three areas of focus (DX, GX, Resilience) •Promotion of DX initiatives (streamlining design, construction and management, information sharing with clients and subcontractors) •Promotion of GX initiatives (development and implementation of technologies that contribute to achieve Carbon Neutrality) •Technology development eyeing diversifying needs and large-scale projects 	<ul style="list-style-type: none"> •R&D expenditures and number of external publications (papers, press releases) : Overall number and by focused areas (DX, GX, Resilience) •Number of patents and utility models held 	
	Creation of a Society where Diverse People can Thrive	⑤ Promotion of DE&I <ul style="list-style-type: none"> •Human resources development •Work Style Reform, securing future workforce 	<ul style="list-style-type: none"> •Securing, developing and empowering diverse human resources (women, non-Japanese, etc.) Development and management of inclusive workplace environment Improving employee education and training Promotion of Work Style Reform (conforming to overtime hour cap) Preparing for life events of employees (flexible work style and career plans) •Providing support to subcontractors for ptomoting Work Style Reform and securing future workers •Development of a Harassment Helpline (domestic and overseas, in-house and external) 	<ul style="list-style-type: none"> •Ratio of new female career-track employees : 25% or higher •Ratio of female employees in managerial positions : 15% or higher (by3/2035) •Turn over rate within 3 years of joining : 5% or lower •Ratio of employees with disabilities : 2.7% or higher (by FY 3/2026) •Progress of Work Style Reform (8 site closures per 4 weeks, 8 days off per 4 weeks, strict adherence to overtime hour regulations) •Childcare leave acquisition rate (male) •Number of certified excellent foremen •Construction Career Up System registration rate of subcontractors and skilled workers: Primary subcontractors:100%, second-tier subcontractors :90% (FY 3/2026) •Number of consultations received by the Harassment Helpline 	
	Respect for Individuals and Human Rights	⑥ Respecting Human Rights and Building Sustainable Supply Chain	<ul style="list-style-type: none"> •Formulation of Human Rights Policies and providing training thereof (from FY 3/2024) •Human Rights Due Diligence (from FY 3/2024) •Formulation of Sustainable Supply Chain (SSC) policy and providing training there of (from FY 3/2024) •Development of a Human Rights Helpline (for offices in Japan and abroad, in-house and external) 	<ul style="list-style-type: none"> •Human rights training participation rate (from FY 3/2024~~) : 100% •Progress of Human Rights DD: From FY3/2024 : POC Group (domestic and overseas) From FY3/2025 : POC group and subcontractors •SSC training participation rate (from FY 3/2025) : 100% •SSC conformity of clients(from FY3/2025) •Number of consultation received by Human Rights Helpline 	
		⑦ Ensuring Occupational Health and Safety	<ul style="list-style-type: none"> •Undertaking activities of occupational accidents prevention in cooperation with subcontractors •Spreading POC Standard (Safety and quality first) across offices at home and abroad •One-on-one training by senior employees of the Safety and Quality Control Education Office 	<ul style="list-style-type: none"> •Domestic (frequency, severity) •Overseas (frequency, severity) •Number of fatal accidents (domestic and overseas): Zero 	
Governance	Integrity in Corporate Activities	⑧ Promotion of Effective Governance <ul style="list-style-type: none"> •Corporate governance •Risk management •Business ethics and compliance, anti-corruption •Information security and personal information protection •Tax governance •Transparent information disclosure 	<ul style="list-style-type: none"> •Providing education on sustainability to raise employees' awareness •Continuous improvement of corporate governance (Directors' assessment of the internal control system and the effectiveness of the Board of Directors) •Providing compliance training (domestic and overseas) •Development of a Compliance Helpline (domestic and overseas, in-house and external) •Formulation of Business Continuity Plan (BCP) and implementation of disaster drills (major earthquakes, tsunamis) •Providing information security training (domestic and overseas) •Conducting timely and appropriate information disclosure, IR activities for institutional investors, site tours for individual shareholders, etc. 	<ul style="list-style-type: none"> •Sustainability training participation rate : 100% •Number of serious violations of laws and regulations : Zero •Compliance training participation rate : 100% •Number of consultation received by the compliance helpline •Information security training participation rate : 100% •Number of serious information-related incidents : Zero •Percentage of executives and employees participating in BCP training : 100% •IR events(results meetings, One on One Meetings, site tours) 	