	Goal to aim for	Materiality	Examples of Initiatives	KPI	FY 3/24 result	FY 3/25 result
Environmental	Creation of a Sustainable and Rich Global Environment	**(1) Responding to Climate Change Issues**	• GHG reduction in construction activities Scope 1: Use of low-carbon fuel (efficiency improvement), construction efficiency improvement Scope 2: ZEB conversion of on-site offices (energy-saving, use of renewable energies) Scope 3: Use of low-carbon concrete, promotion of ZEB conversion of buildings, CO_2 absorption by blue carbon in coastal areas etc. • Contribution to the promotion of ZEB conversion of buildings (energy saving, use of renewable energies) • Contribution to the expansion of renewable energy supply through offshore wind construction	• CO_2 emission (Scope 1, 2): 50% reduction (by FY 3/2031, vs. FY 3/2020)	288 kt-CO_2 (35.4% reduction)	269 kt-CO_2 (39.7% reduction)
				• CO_2 emission (Scope 3): 30% reduction (by FY 3/2031, vs. FY 3/2020)	295.2 kt-CO_2 (32.5% reduction)	213.3 kt-CO_2 (51.2% reduction)
				• Percentage of vehicles using additive, etc. to improve fuel economy: 100% (by FY2030)	13.9%	43.2%
				• Percentage of eco-friendly construction machinery: 100% (by FY 3/2031)	2.2%	2.3%
				• Number of orders for ZEB buildings	8	6
				• Output from constructed offshore wind farms	0 MW	0 MW
		(2) Creation of a Rich Environment • Creation of Aquatic Environment • Promotion of Resource Recycling • Prevention of Environmental Pollution • Conservation of Biodiversity • Effective Use of Water Resources	• Promotion of resource recycling Recycling of construction generated soil and construction sludge, improvement of dredged soil, etc. using Calcia stabilizing material (made from steel slag) and Watoru mud stabilization material, (made from paper sludge ashes), and food recycling business (composting of food waste) • Absorption of CO_2 by blue carbon and Calcia modified soil in coastal areas Creation and conservation of seaweed beds and tidal flats, use of Calcia modified soil (dredged soft soil)	• Sales from resource recycling businesses	¥6,967 million	¥9,074 million
				• Construction waste recycling rate: 95% or higher	97.6%	98.5%
				• Number of violation of environmental laws and regulations: Zero	0	0
				• Development of blue-carbon related technologies: Confirmation of CO_2 absorption effect (FY 3/26), application to actual projects (FY 3/31)	10 external announcements related to CO_2 fixation technology	9 external announcements related to CO_2 fixation technology
Social	Sustainable Construction Business Activities	**(3) Construction of High-quality Social Infrastructure and Buildings** • Ensuring Quality • Coexistence with Local Communities	• 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)	• Number of commendations (commendations from the Minister, the Director of regional development bureaus, Nikkenren and JSCE awards)	25	19
				• Score of projects awarded by the government: Average 80 points or better	81.6 points	81.0 points
				• Private clients satisfaction survey "Satisfied" or better[*1]: 95% or higher	Civil engineering: 98.3 / Building construction: 100 (%)	Civil engineering: 100 / Building construction: 91.4 (%)
				• Number of nonconforming product handling cases[*1] (domestic/overseas)	Domestic: 27 / Overseas: —	Domestic: 13 / Overseas: 46
		(4) Enhancing Technology Development and Technical Capabilities (Promotion of DX & GX)	• Sources of competitiveness, three areas of focus (DX, GX, Resilience) • Promotion of DX (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 with a view to diversifying needs and large-scale projects	• R&D expenses	¥3,142 million	¥3,262 million
				• Number of external publications (papers, press releases)	174	165
				• Number of patents and utility models held	685	648
	Creation of a Society where Diverse People can Thrive	**(5) Promotion of DE&I** • Human Resources Development • Work Style Reform, Securing Future Workforce	• Securing, developing and empowering diverse human resources (women, global employee, 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 promoting work-style reform and securing future workers • Development of Harassment Helpline (domestic and overseas, in-house and external)	• Ratio of new female career-track employees: 25% or higher	20.0%	17.1%
				• Ratio of female employees in managerial positions: 15% or higher (by FY 3/2036)	5.0%	4.8%
				• Turn over rate within 3 years of joining: 5% or lower	12.7%	14.9%
				• Ratio of employees with disabilities: 2.7% or higher (by FY 3/2026)	2.76%	2.91%
				• Status of implementation of "8 site-closures per 4 weeks" (rest days standard, full closure standard)	64.1% / 57.0%	72.0% / 66.2%
				• Status of implementation of "8 rest days per 4 weeks" (project site employees)	92.6%	95.5%
				• Status of compliance with overtime work regulations (from FY2024)	—	99.9%
				• Childcare leave acquisition rate (female) (Ministry of Health, Labour and Welfare standard / POC original standard[*2])	86.7% / 100%	125.0% / 100%
				• Childcare leave acquisition rate (male) (Ministry of Health, Labour and Welfare standard / POC original standard[*2])	99.0% / 100%	112.0% / 100%
				• Number of certified excellent foremen	461	521
				• Construction career up system registration rate		
				Business operator registration rate: Primary: 100% / Secondary: 90% or more (FY2025)	Primary: 98.9% / Secondary: 72.5%	Primary: 98.7% / Secondary: 75.6%
				Skilled worker registration rate: Primary: 100% / Secondary: 90% or more (FY2025)	Primary: 89.7% / Secondary: 78.7%	Primary: 89.5% / Secondary: 83.1%
				• Number of consultations received by the Harassment Helpline (domestic/overseas)[*3]	Domestic: 21 / Overseas: 0	Domestic: 37 / Overseas: 4
	Respect for Individuals and Human Rights	**(6) Respecting Human Rights and Building Sustainable Supply Chain**	• Formulation of Human Rights Policies and providing training thereof (from FY 3/2024) • Implementation of Human Rights Due Diligence (from FY 3/2024) • Formulation of Sustainable Supply Chain (SSC) policy and providing training thereof (from FY 3/2025) • Development of Human Rights Helpline (domestic and overseas, in-house and external)	• Human rights training participation rate: 100%	100%	100%
				• Progress of human rights DD (Monitoring of our group and partner companies)	Head office and 10 branches, 9 overseas bases, 10 group companies	229 partner companies (159 domestic, 70 overseas)
				• SSC Training participation rate (from FY2024): 100%	—	100%
				• SSC conformity rate of partner companies[*4] (from FY2024) (domestic/overseas)	—	Domestic: 95.7% / Overseas: 98.7%
				• Number of cases received at Human Rights Consultation Desk (domestic/overseas)[*3]	Domestic: 1 / Overseas: 0	Domestic: 0 / Overseas: 0
		(7) Ensuring Occupational Health and Safety	• Undertaking activities of occupational accidents prevention in cooperation with subcontractors • Spreading POC Standard (Safety and quality first) across office at home and abroad • One-on-one training by senior employees of the Safety and Quality Control Education Office	• Frequency rate (Domestic / Overseas)	Domestic: 0.97 / Overseas: 0.20	Domestic: 1.00 / Overseas: 0.32
				• Severity rate (Domestic / Overseas)	Domestic: 0.06 / Overseas: 0.22	Domestic: 0.07 / Overseas: 0.48
				• Number of fatal accidents (domestic and overseas): Zero	1 (Domestic: 0 / Overseas: 1)	2 (Domestic: 0 / Overseas: 2)
Governance	Integrity in Corporate Activities	**(8) Promotion of Effective Governance** • Corporate Governance • Risk Management • Business Ethics and Compliance, Anti-Corruption • Information Security and Personal Information Protection • Tax Governance • Transparent Information Disclosure	• 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 Compliance Helpline (domestic and overseas, in-house and external) • Implementation of information security training (domestic and overseas) • Formulation of Business Continuity Plan (BCP) and implementation of disaster drills (major earthquakes, tsunamis) • Conducting timely and appropriate information disclosure, IR activities for institutional investors, site tours for individual shareholders, etc.	• Sustainability training participation rate: 100%	100%	100%
				• Number of serious violations of laws and regulations: Zero	0	0
				• Compliance training participation rate: 100%	100%	100%
				• Number of consultations received by the compliance helpline (domestic/overseas)	Domestic: 24 / Overseas: 58	Domestic: 14 / Overseas: 4
				• Information security training participation rate: 100%	100%	100%
				• Number of serious information-related incidents: Zero	0	0
				• Percentage of officers and employees participating in BCP training: 100%	100%	100%
				• IR implementation status (number of participants in one-on-one meetings)	260	407

*1 Quality Management System (From FY 3/25, overseas reporting standards were standardized to match those used domestically) *2 Percentage of employees who took childcare leave, etc. out of employees who reached the expiration date of their childcare leave *3 Each consultation desk is counted based on the content of the consultation
*4 Percentage of assessment items marked as "compliant" in the self-assessment questionnaire (SAQ) responses submitted by subcontractors