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6. Social

6.1 Human Rights

6.1.1 Policy and Approach

For over 80 years, the ID&E Group has been engaged in projects supporting livelihoods and the dignity of people worldwide. Respecting the human rights is core principle that underpins our management and business activities, and has guided our approach throughout our history.

With this in mind, we treat human rights as a central issue and actively collaborate with stakeholders across our supply chain to address related challenges. Our challenge is to contribute a sustainable society where everyone's dignity is respected.

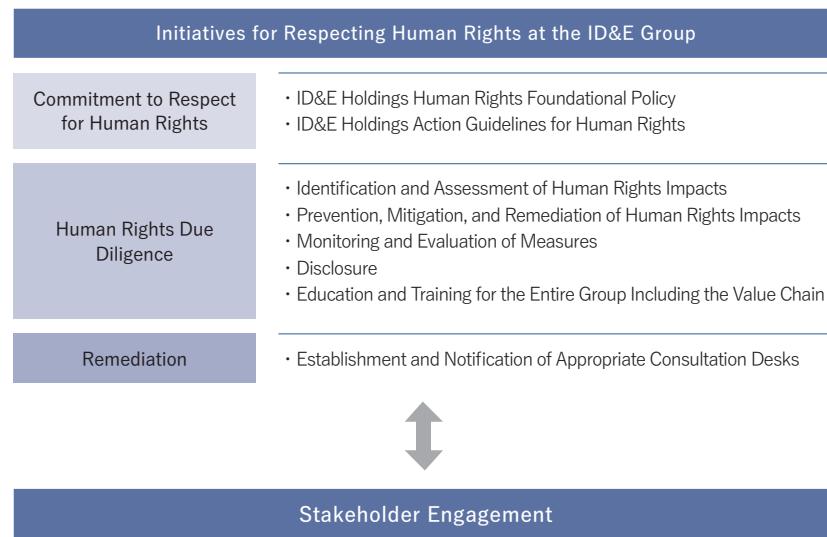
Since July 2023, our Group has identified human rights response as a priority action item. In May 2024, we established the Human Rights Foundational Policy and Action Guidelines for Human Rights as part of our Sustainability Management Framework.

The Human Rights Foundational Policy establishes our commitment to respecting human rights based on international norms including the International Bill of Human Rights encompassing the Universal Declaration of Human Rights, and the ILO Declaration on Fundamental Principles and Rights at Work. The policy also explicitly states our expectation that not only our Group's officers and employees, but also our business partners understand and endorse this policy.

The Action Guidelines for Human Rights provide detailed definitions of specific human rights issues that our Group should prioritise, based on the Human Rights Foundational Policy. We also declare our commitment to building systems to address human rights issues, ensuring reliable implementation of human rights due diligence, and developing remedial measures.

Based on this foundational policy and action guidelines, we are creating human rights action plans across our domestic and overseas Group companies (25 companies) and advancing Group-wide initiatives toward the respect of human rights.

► For further details, see [Human Rights Foundational Policy and Action Guidelines for Human Rights](#)



6.1 Human Rights

6.1.2 Structure: Ensuring the Respect of Human Rights Across the ID&E Group

As described in [3.4 Structure to Promote Sustainability Management](#), our Group promotes sustainability activities including measures to ensure human rights are respected. To strengthen and advance our initiatives on human rights issues, we established the Human Rights Special Committee under the ID&E Sustainability Promotion Council in July 2024. As a cross-organisational body, this committee includes: executive officers and division heads from main Japan-based companies otherwise appropriate representatives designated by each company president (management level), who regularly consider human rights issues and countermeasures. The matters considered by this committee are reported and discussed at the ID&E Sustainability Promotion Council before being submitted to and reported to the Board of Directors. Moreover, in response to growing social interest in corporate activities in countries and regions with high human rights risks, we recognise that direct or indirect human rights violations related to business activities could have significant impact on our Group. We coordinate responses with the ID&E Risk Management Council accordingly. For responses to risks affecting business including human rights risks, please refer to [7.3 Risk Management](#).

6.1.3 Human Rights Due Diligence

Our Group implements human rights due diligence based on the UN Guiding Principles on Business and Human Rights.

Human rights due diligence refers to a series of processes through which companies identify and assess risks of human rights violations within their own operations and across their value chains, and take appropriate measures to prevent, mitigate, and remedy those risks.

Identifying and Assessing Risks on Human Rights

As part of our human rights due diligence, we are progressively identifying human rights risks for our Group employees and stakeholders (including business partners and local communities).

In identifying stakeholder risks, we evaluate international human rights indicators and country-specific human rights risks. We also prioritise business types where human rights risks are more likely to materialise—such as construction supervision and infrastructure development—when selecting target projects.

Following our Group's integration into the Tokio Marine Group in February 2025, a comprehensive review of the human rights risk map was conducted across the Tokio Marine Group, and a dedicated human rights risk map was developed for our Group.

We are committed to addressing the priority human rights risks identified through this mapping process.

► For details on the human rights due diligence conducted across the entire Tokio Marine Group, please see [Tokio Marine Group website](#).

6.1 Human Rights

Status of Human Rights Impact Assessments Conducted in Japan and Overseas bases

	FY2024/06	FY2025/06
Japan	Interviews with employees at Japanese Main Group companies (focusing on employee human rights)	On-site inspections and stakeholder interviews for energy-related projects (covering human rights of employees and stakeholders such as business partners and local residents)
Overseas	On-site inspections and stakeholder interviews for technical cooperation and construction supervision projects in Southeast Asia, and construction supervision projects in Africa (covering human rights of employees and stakeholders)	Interviews on human rights initiatives at Main Group companies in the UK, and on-site inspections and stakeholder interviews for two construction supervision projects in Latin America and two in South Asia (covering human rights of employees and stakeholders)



Main Human Rights Risks	<ul style="list-style-type: none"> Working conditions and freedom of residence relocation for Group employees Harassment against Group employees Impact on Group and partner employees, the environment, and local residents due to high-risk project conditions Forced relocation resulting from project involvement Child labour and forced labour within our Group and among business partners Harassment, occupational health and safety, and working hours of business partners' employees Treatment of foreign workers in manufacturing operations and among business partners
Corresponding Measures (Implemented in FY 2025/06)	<ul style="list-style-type: none"> Review of the company housing scheme, including the restructuring of associated allowances to ensure fairness and transparency across employee groups. Ongoing implementation of harassment prevention training, aimed at fostering a respectful and inclusive workplace culture. Development of the ID&E Group Harassment Response Guidelines, providing a clear framework for prevention, reporting, and resolution of harassment cases. Integration of three key human rights risk events into the ID&E Group Risk Management Plan: <ul style="list-style-type: none"> ① Discrimination based on employee attributes such as nationality or gender ② Human rights violations affecting business partners' employees during project execution ③ Human rights violations affecting local residents during project execution Establishment of the Guidelines for Responding to Human Rights Risks Affecting Business Partners' Employees and Local Residents, which outline procedures for mitigating risks to human rights and the environment in projects involving our Group. These guidelines are now being implemented by Main Group companies. Delivery of human rights training for management-level employees across the Group, enhancing awareness and accountability in leadership roles. Establishment and promotion of consultation, reporting, and inquiry channels, ensuring that employees and stakeholders have accessible and trusted mechanisms to raise concerns and seek support.

Mitigation and Corrective Measures for Negative Impacts

Based on the human rights impact assessment conducted in FY2024/06, we added the following three identified risk events to our Group risk management plan:

- ① Discrimination based on employee attributes such as nationality and gender
- ② Risk of human rights violations affecting employees of business partners during project execution and business operations
- ③ Risk of human rights violations affecting local residents in areas impacted by our business activities

The ID&E Group operates businesses worldwide, with different business partners and stakeholders for each project. Therefore, we are creating guidelines to conduct consistent and coordinated risk management across the Group. Specifically, key matters regarding risk event management for ② and ③ are defined in the "Human Rights Risk Response Guidelines for Partner Company Employees and Local Residents," and major companies have begun implementation.

6.1 Human Rights

6.1.4 Metrics and Targets: Towards Zero Human Rights Violations

Our Group has established sustainability goals along with related commitments and targets. Respect for human rights is a key pillar of these efforts, and we aim to achieve our objectives by formulating action plans across the Group and managing progress accordingly.

Action Plans for 25 Japanese/Overseas Group Companies

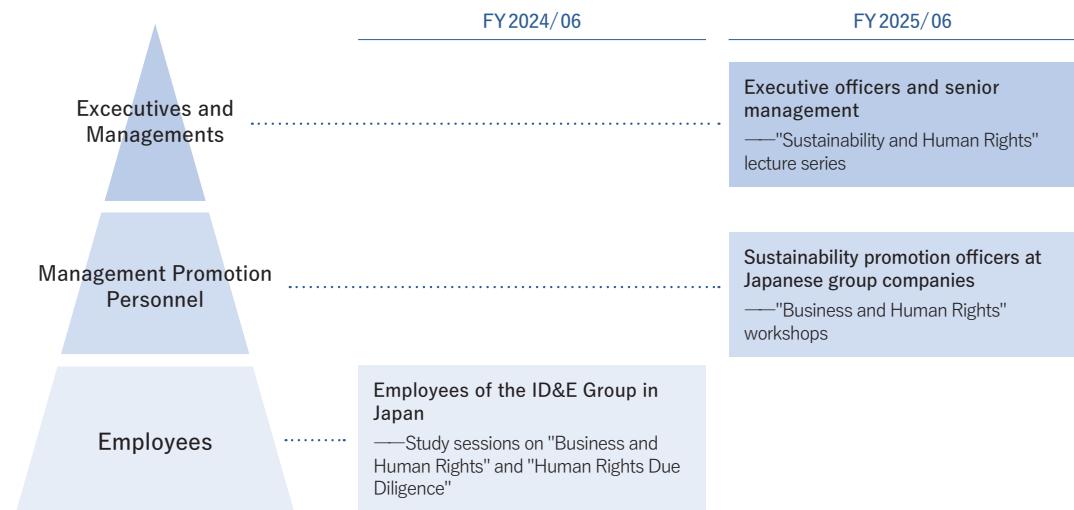
FY2025

- Spreading knowledge and awareness about harassment, 100% participation rate in harassment prevention training
- Project monitoring based on the Human Rights Risk Response Guidelines for Partner Company Employees and Local Residents
- Establishment of grievance mechanisms
- Implementation of human rights due diligence
- Consideration of establishing dedicated human rights response departments

6.1.5 Education and Training for Human Rights Awareness

Improving Human Rights Literacy

Our Group conducts study sessions and workshops on business and human rights for officers and employees.



6.1 Human Rights

"Sustainability and Human Rights" Lecture

On 4 February 2025, we invited Mr. Ryusuke Tanaka from the International Labour Organization (ILO) Office for Japan to give a talk on Sustainability and Human Rights. This talk was conducted for officers and senior employees with the aim of deepening understanding of "Business and Human Rights."

Mr. Tanaka, who leads international labour standards advancement within SDG and business and human rights frameworks, demonstrated the business case for embedding international standards into corporate human rights strategies.



Sustainability and Human Rights Lecture

"Business and Human Rights" Workshop

In August 2025, we delivered a strategic Business and Human Rights workshop that transformed our Group companies' human rights action plans from compliance frameworks into business value drivers. Participants mastered international human rights trend analysis, risk assessment methodologies, and value creation integration techniques. Interactive business case exercises enabled teams to identify material human rights risks embedded within their operations and design commercially viable mitigation strategies. Cross-functional challenge-solving sessions created shared implementation protocols and best practice frameworks, systematically advancing our Group-wide human rights due diligence maturity.

This programme established the foundational capabilities required to achieve sustainable business model transformation through human rights leadership.

6.1.6 Remediation

Our Group accepts consultations and reports from various parties to respond swiftly and appropriately to damage caused by negative impacts related to human rights. We give full consideration to the personal information of consultants and reporters, coordinate necessary responses among relevant departments, and strive for appropriate handling and resolution.

For Group employees and partner company employees, we ensure confidentiality in accordance with the Group Consultation and Reporting System Regulations and promise that no disadvantages will arise for consultants and reporters.

Target Parties

ID&E Group Employees, etc.

Reporting Channels

- Company-specific contact point
- Harassment contact point (dedicated internal and external contact points)
- ID&E Holdings contact point
- External lawyer contact point
- Tokyo Marine Group contact point (hotline)

Partner Company Employees, etc.

- Company-specific contact point
- ID&E Holdings contact point
- External lawyer contact point
- ID&E Holdings website enquiry site

[Contact Us](#) | [ID&E Holdings](#)

Affected Communities and External Stakeholders

- ID&E Holdings website enquiry site

[Contact Us](#) | [ID&E Holdings](#)

6.2 Human Capital Management

6.2.1 ID&E Group's Approach to Human Capital

Yutaka Kubota, founder of Nippon Koei, the forerunner of the ID&E Group, once stated, "The power of creativity unique to humans is what a consultant embodies."

The value created by people encompasses not only technical skills and expertise in specialised fields but also invaluable qualities such as insight, creativity, trustworthiness, relationships, corporate culture, and brand reputation—intangible assets that foster sustainable competitive advantage. This perspective is rooted in the experiences gained through our long-standing involvement in nation-building and human development projects, both in Japan and internationally. We believe that having partners and stakeholders who are keen to collaborate with us is one of the foundations of sustainable corporate development.

Our Group's workforce comprises diverse professionals, including those who address societal challenges through their technical expertise and those who tackle management and operational issues. ID&E aspires for these professionals to grow as problem-solving experts who contribute to the growth of knowledge in their respective fields.

Whilst we have long proclaimed that human capital is our greatest management resource and the source of value creation, we are reaffirming our belief that human capital is the foundation of corporate value and embodies the ID&E brand itself. With this as our cornerstone, we will intensify our investment in human capital to ensure that every employee can independently and fully realise their potential, while feeling both mentally and physically fulfilled in a safe and supportive workplace.

6.2.2 ID&E Group's Foundational Policy on Human Capital Management

In 2023, during a pivotal period marked by the organisational restructuring of the ID&E Group, we had a chance to rethink the ideals of our founder, Yutaka Kubota. In 2024, to enhance the effectiveness of our human capital management for the future, we established a new foundational policy on human capital management.

In February 2025, we took a new step forward as a member of the Tokio Marine Group. Through this milestone, we will continue to pursue sustainable business growth with employees as a key capital foundation and further deepen our human capital management.

Foundational Policy on Human Capital Management

Foundational Concept

- Human capital management regards people as a core asset and seeks to enhance corporate value through investments in human capital.
- The ID&E Group continuously drives corporate value by investing in human capital who are committed to co-creation and innovation, and who prioritise "Making the World a Better Place" making the world a better place.

For diverse individuals with various perspectives to fully realise their potential, it is essential for them to deeply empathise with ID&E's mission of "Making the World a Better Place" and possess the determination to boldly challenge themselves to co-create and innovate for the future. The ID&E Group will continue to enhance corporate value by investing in such human capital.

6.2 Human Capital Management

ID&E's Ideal Human Capital Profile and Organisation

[Human Capital Profile]

The ID&E Group aims to become a collective of individuals with a pioneering spirit, equipped with five core competencies: 1. Social Contribution, 2. Technical Expertise, 3. Insightfulness, 4. Managerial Skills, 5. Ethical Standards. These individuals will tackle global challenges through three key approaches: efficient and responsible management, adaption to global needs, and technological innovation for solving societal issues.

In particular, we envision the following types of individuals:

- Individuals who carry forward the pioneering spirit of our founder, Yutaka Kubota, and who continue to address complex global and local challenges by shaping the future and improving themselves.
- Individuals who uphold the principles of responsible management, global responsiveness, and technological innovation—values embodied by Kubota—and who act with integrity.

[Organisation]

To foster co-creation and innovation, to create opportunities for individuals to excel while cultivating a culture that respects diverse values.

Each individual must recognise their role as a professional in their jurisdiction, experience personal growth, fully demonstrate their abilities, and find fulfilment in their work. To achieve this, we will establish personnel systems, training programmes, and mechanisms for continuous skill development. Additionally, we value the mental and physical wellbeing of our employees, respect the diversity of individuals' backgrounds and aspirations, and cultivate a culture that fosters co-creation among those with differing values. We actively enhance workplace environments and support employees' happiness in their personal lives.

6.2.3 Human Capital Strategy and Management Strategy

The ID&E Group is strategically committed to human capital management that integrates the Group's overall business strategy and human resources strategy to continuously enhance corporate value. To realise our Long-Term Management Strategy for 2030, Working Together Toward A Future Without Boundaries, we have positioned "Accelerating Sustainability Management" as one of the core principles of our medium-term management plan. For employees to continuously adapt flexibly to changes in social environments and values, learning and growth that provide new perspectives for each individual are essential. The Advancements in Human Resources and Technology initiative in our medium-term management plan is a crucial element that embodies the ID&E brand and ID&E quality, positioning employee skills and experience as the source of value creation. By leveraging the power of human capital, we aim to enhance Group growth and competitiveness whilst contributing to sustainable society.

To markedly advance the evolution of talent across the entire Group, we have established a new Foundational Policy on Human Capital Management and five pillars below are positioned as an important element of human capital strategy:

1. Diversity, Equity, and Inclusion
2. Human Resource Development (Global Academy)
3. Talent Management
4. Wellbeing
5. Recruitment and Retention

6.2 Human Capital Management

Five Key Issues Addressed in the Human Capital Strategy Scheme

Management Philosophy: Act with integrity and contribute to society through technology and engineering

Mission: Make the World a Better Place

Building a global team with diverse perspectives (Material Topic 4)

Group Management Strategy

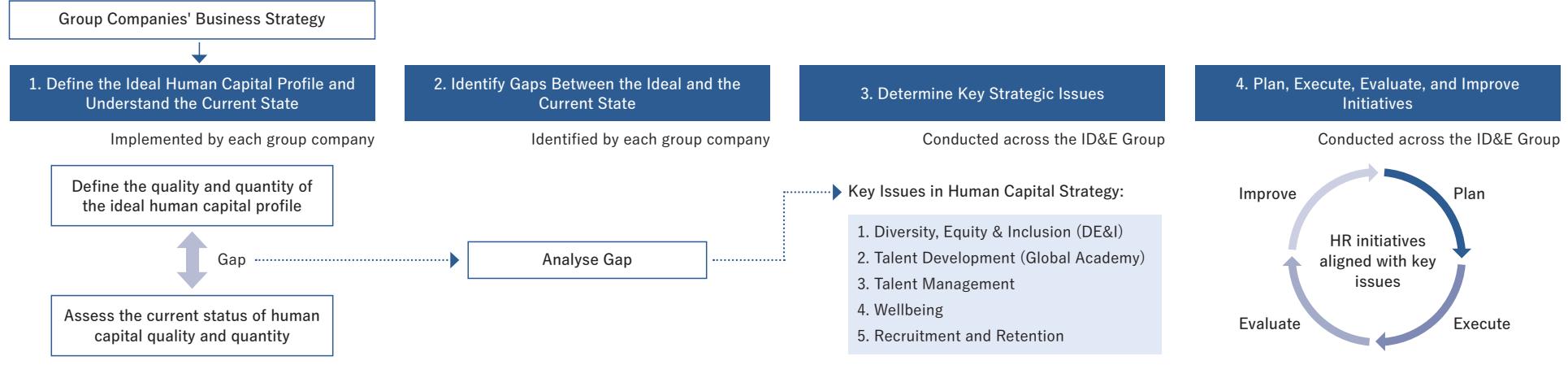
Long-Term Management Strategy: ID&E Global Strategy 2030: Working Together Toward A Future Without Boundaries

Medium-Term Management Plan: Building Growth 2027: Sustainable growth in three core businesses and expansion of business fields through working together

Group Management Policy: 1. Manifestation of the ID&E brand based on the management policy 2. Further development of sustainability Management 3. Full-scale entry into the private market

Growth Policy: Reforms for growth, Deployment of matrix management, Advancements in human resources and technology

Human Capital Strategy Scheme



6.2 Human Capital Management

6.2.4 Governance

To effectively implement human capital management, we have established the Human Resources Strategy Council to convene under the ID&E Board of Executive Officers. This council meeting is held in principle six times a year, and its outcomes are reported to the Board of Executive Officers and the Board of Directors. The chairperson and members are appointed by the Board of Executive Officers and are officers responsible for human resources strategies at main Group companies in Japan.

6.2.5 Risk Management

For the ID&E Group, whose business is consulting and engineering, people are the source of our competitive advantage. To engage in nation-building and human development worldwide whilst creating sustainable corporate value, we believe that professionals with technical expertise and insights in specialised fields, as well as strengths in social contribution, insightfulness, managerial skills, and ethical standards, are indispensable.

If the five human capital strategies* and concepts in human capital management are not executed effectively or fail to achieve their intended outcomes, the Group may face several risks. These include lower employee engagement, which can lead to reduced productivity, declining revenues and profits, and ultimately, challenges in sustaining effective human capital management. Such challenges may result in talent shortages, increased attrition, and missed opportunities for co-creation, further impacting overall business performance.

For risks and opportunities from a long-term perspective, the ID&E Sustainability Promotion Council takes the lead in management, coordinating with the Risk Management Council as necessary to ensure appropriate responses. For further details, please see [p.100](#).

* The five human capital strategies are as follows: 1. Diversity, Equity, and Inclusion, 2. Human Resource Development (Global Academy), 3. Talent Management, 4. Wellbeing, 5. Recruitment and Retention

6.2.6 Metrics and Targets for Human Capital Management

Our Group has established Sustainability Goals and related Commitments and Targets in our Sustainability Management Framework. We formulate action plans across the Group and manage progress whilst aiming to achieve targets.

► Sustainability Goals, Sustainability Commitments/Targets

For "Human Capital," we have established KPIs based on human capital strategies as shown in the following table, which also align with the above Sustainability Goals and Targets.

Human Capital Strategy	HR Initiative KPIs	FY2025/06 Performance
DE & I	Male parental leave ratio: Over 70% as of FY2026	65.4%
	Female manager ratio: Over 10% as of FY2026, 15% as of FY2029	6.2%
	Foreign national employment ratio: Over 2.5% as of FY2026, 3.5% as of FY2029	2.1%
	Foreign manager ratio: Over 1% as of FY2026	0.4%
	Mid-career hire manager ratio: Over 30% as of FY2026	29.2%
	Employment ratio of persons with disabilities: Over 3% as of FY2026, 3% as of FY2029	2.52%
Talent Management	Frequency of Engagement Survey: Conducted once annually	Once a year
Human Resource Development (Global Academy)	Cumulative number of participants (management, global, DX talent: 1,560 as of FY2029	2,720 people
	Number of professional engineer qualification holders: 2,400 as of FY2029	1,806 people
Wellbeing	Findings Rate in Annual Health Checkups: 58.3% or lower	67.2%
	Absenteeism ^{*1} : Maintained at 2.3 days or fewer in FY2029	2.3 days
	Presenteeism ^{*2} : Maintained at 85% or higher in FY 2029	84%
	Work Engagement ^{*3} : Maintained at a score of 3.3 or above in FY2029	3.5 points
	Annual Overtime Hours per Employee: Maintained at 140 hours or fewer in FY 2026	139.5 hours
	Annual Paid Leave Utilisation Rate: Maintained at 60% or higher in FY2029	66.5%
Recruitment and Retention	Achievement status of new graduate recruitment plans: 100% in FY2026	84.8%
	Turnover rate for new graduates within 3 years: 8% or lower in FY2026	7.2%
	Overall turnover rate: 3.5% or lower in FY 2026	3.6%

*¹Number of sick leave days taken per employee in one year due to illness

*²Employees evaluate their own work performance over the past four weeks, assuming 100% performance when there is no illness or injury. This is measured using the Single-item Presenteeism Question (SPQ), University of Tokyo one-item version

*³Work engagement is assessed through questions on vigour, dedication, and absorption based on the Utrecht Work Engagement Scale (shortened version).

6.2 Human Capital Management

6.2.7 Five Human Capital Strategies

The following sections provide details on the ID&E Group's five human capital strategies:

1. Diversity, Equity & Inclusion; 2. Human Resource Development; 3. Talent Management; 4. Wellbeing; and 5. Recruitment & Retention.

Strategy 1. Diversity, Equity & Inclusion (DE&I)

Our Group has established the Diversity, Equity, and Inclusion Policy and Action Plan in our Sustainability Management Framework. Based on this policy, we believe that enabling diverse talent to demonstrate their individuality and capabilities, regardless of gender, age, nationality, race, disabilities, sexual orientation, religion, beliefs, values, or employment conditions, is essential for corporate growth. We will develop internal systems and workplace environments that allow a wide range of talent to fully realise their potential.

Moving forward, while respecting diversity, we will promote various initiatives aimed at advancing equity (providing fair and equal opportunities for diverse talent) and fostering inclusion (cultivating an environment that embraces diversity)

[► Diversity, Equity, and Inclusion Policy](#)

[► Action Guidelines for Diversity, Equity, and Inclusion](#)

(1) Efforts and Experience to Secure Human Capital

To enhance the diversity of our Group, we believe that securing and retaining diverse talent is of utmost importance. We pursue improvements to our recruitment practices primarily from three perspectives:

Our recruitment practices primarily from three perspectives

Women	International Talent	People with Disabilities
To increase the number of female managers, we are promoting a workplace environment where women can work comfortably and thrive in the long term.	We actively recruit both new graduates and mid-career professionals, regardless of nationality, to build a diverse and capable workforce. For new graduates in general positions, we also support the development of globally minded talent through self-directed career planning and targeted training programs.	Aichi-Tamano Information Systems Co., Ltd. was established in 1987 to promote the employment of persons with disabilities and was certified as a special subsidiary in 1989. Since 2023, it has transitioned from being a subsidiary of our group company Tamano Consultants Co., Ltd. to a subsidiary of ID&E Holdings, promoting more effective employment.
Specific Examples <ul style="list-style-type: none"> Conducting Company Seminars by female employees exclusively for female university students to share real-life career experiences and promote understanding of inclusive work styles—encouraging interest and applications from future female talent Increase more communication or interaction with senior female employees who have experiences of maternity leave and/or working overseas 	Specific Examples <ul style="list-style-type: none"> Recruiting new international students who wish to find employment in Japan (new graduates) Starting to hire international students not only for technical positions but also for administrative and sales positions Local subsidiaries hire diverse talents with various skills and abilities according to their business needs 	Specific Examples <ul style="list-style-type: none"> Promoting direct employment at Japan-based main group companies and employment at special subsidiaries Creating an employment environment to foster a workplace where individuals find a sense of purpose

(2) Various initiatives to improve employee retention and support long-term engagement and success

To improve retention and foster innovation, we aim to enhance internal communication and create a work environment that supports diverse working styles and individual needs. In developing this environment, we recognise the importance of systems that address not only Diversity, but also Equity and Inclusion. We will continue to explore and implement initiatives aligned with these principles.

6.2 Human Capital Management

Initiatives Supporting Employee Retention and Success

Purpose of Initiatives	Initiative Overview Examples
Promotion of Diverse Working Styles	<p>Implementation of Flexible Work Arrangements: We have introduced flextime, telework, and no-overtime days to support work-life balance. We are driving forward initiatives to help employees continue working flexibly throughout different life stages.</p> <p>Development of Systems to Support Life Events: We have established systems to support various life events such as childbirth, childcare, and caregiving. In addition to legally mandated leave programs, we offer Group-specific benefits to help employees navigate key life transitions:</p> <ul style="list-style-type: none"> Child nursing leave system Special childcare leave system Special leave for partner's childbirth Reemployment program for employees who left due to childbirth, childcare, or spouse's relocation Caregiving leave system Support system for employees selected as bone marrow donor candidates Gynecological health leave system
Promotion of Global Human Resources	<p>Support for In-House Communication Beyond "Japanese": Although Japanese is the official language within our Group, we have established an environment where employees who find communication in Japanese challenging can easily consult with support staff assigned to each department.</p> <p>Respect for Diverse Religions and Customs: We acknowledge and respect religious practices and worship associated with diverse cultural backgrounds and religious traditions of our employees.</p>
Aichi-Tamano Information Systems Co., Ltd.	<p>Initiatives to create workplaces where people with disabilities can play an active role In cooperation with recruitment agencies and higher education institutions specialising in people with disabilities, we are fostering inclusive workplaces where individuals can work comfortably and thrive. In FY 2025/06, we organised workplace tours and dialogue sessions to explain our initiatives, welcoming associate professors and students from specialised institutions. Through these efforts, we continue to provide opportunities for people with disabilities to actively contribute and grow within our organisation.</p>
Promotion of Activities for Employees with Disabilities	<p>Workplace Environment Improvement for Employees with Disabilities In departments where employees who are deaf or hard of hearing work, we conduct in-house sessions to foster teamwork, where hearing employees who know sign language and deaf employees collaborate on shared tasks, ensuring mutual consideration and support amongst all team members.</p> <p>Support for Technical Skill Development for Employees with Disabilities We enter the National Vocational Skills Competition for Persons with Disabilities, hosted by the Japan Organisation for Employment of the Elderly, Persons with Disabilities and Job Seekers under the jurisdiction of the Ministry of Health, Labour and Welfare. The competition provides a valuable opportunity for employees to present the skills they have cultivated and to find renewed motivation in their work. Our employees have consistently earned awards, and in the November 2023 competition, one employee received the Gold Prize and the Minister of Health, Labour and Welfare Award. This achievement granted the right to compete in the qualifying round for the international Abilympics scheduled for 2027.</p> <p>**"Abilympics" is a coined term combining "Ability" and "Olympics," referring to vocational skills competitions for persons with disabilities.</p>

6.2 Human Capital Management

Case Study on Diversity, Equity & Inclusion

Sign Language Experience Workshop for Creating an Inclusive Workplace

The Business Support Team at Nippon Koei Business Partners includes employees who are hard of hearing. Aiming to create a workplace environment where all employees can work together with peace of mind, we held a sign language experience workshop in-house in 2025.

Approximately 40 people participated in this workshop, learning sign language for daily greetings and self-introductions including hobbies alongside members of the Business Support

Team. This initiative, as part of diversity promotion, aims to create an environment where all individuals can understand each other and collaborate. We will continue working towards realising a workplace where everyone can work comfortably.



Sign Language Experience Workshop

BDP Belonging

BDP Belonging is a global operating group aimed at promoting equality, diversity, and inclusion (EDI), with 23 representatives participating from studios worldwide, including the UK, Dublin, and Toronto. Composed of both director and employee levels, it provides advice and support on EDI-related issues whilst leveraging the voices and experiences of each studio. It also plays a role in feeding back concerns, suggestions, and ideas from studios to the organisation as a whole.

BDP aims to create an inclusive organisation where everyone feels they "belong," promoting activities centred around BDP Belonging.

In FY2025 activities have been focused on the following four themes:

- Gender equality
- Racial diversity and advancement of black representation
- Inclusive design
- Improvement of social mobility

BDP Belonging communicates its activities through blogs and regional events, working to identify issues and raise awareness. It also responds flexibly to urgent issues whilst continuously generating positive change. In FY2023-2024, it held two global events and quarterly regional events, deepening understanding and empathy for topics of interest.

These initiatives embody our Group's commitment to respecting diversity and contributing more broadly to society, contributing to the organisation's sustainable growth and value creation.

6.2 Human Capital Management

Strategy 2. Human Resource Development

Our Group positions human capital as one of our most critical resources and recognises it as the source of value creation. We have established the Human Resource Development Policy and Action Plan in our Sustainability Management Framework. By ensuring each individual fulfils their role with exceptional expertise and strong ethical standards in their work, we will connect this to our Group's sustainable growth.

[► Human Resource Development Policy](#)

[► Action Guideline for Human Resource Development](#)

【ID&E Global Academy】

The ID&E Global Academy was established in the fiscal year ending June 2025 as a learning ecosystem designed to support the growth of all employees across the ID&E Group and to develop future global leaders who embody the ID&E brand. The Academy is open to all employees within the Group and is structured around three core functions: Know Yourself, Learn Together, and Connect with the World. Each function enables the following:

1. Know Yourself: Employees can assess their current skill levels and roles, identify the competencies they need to develop, and discover relevant training programs. At the Group level, a talent management system is utilised to enable data-driven human resource management.
2. Learn Together: Through a wide variety of learning programs and training opportunities offered by the Academy, employees are supported in enhancing their skills and capabilities.
3. Connect with the World: Employees across the global ID&E Group engage in co-creation with external stakeholders, helping to build and expand business platforms through global collaboration.

By establishing these functions as the foundation for talent development, the Academy fosters an environment where employees can access and share collective knowledge, learn autonomously,

and grow together across Group companies. It encourages individuals to actively share their learning and experiences, promoting cross-organisational growth and collaboration. The ID&E Global Academy will continue to expand its services and offerings in phases through to 2030.

(1) Education and Training ~ Learn Together ~

The improvement of the ID&E Group's talent development infrastructure provides employees with an environment where they can independently pursue growth and career development beyond the boundaries of individual Group companies.

The education and training functions of the ID&E Global Academy are broadly categorised into three key talent development programmes:

① Organisational Effectiveness Programmes

These programmes are designed for employees aiming to shape their careers. They include leadership programmes that support the development of "executive talent," "DX talent," and "global talent," aligned with the long-term business strategy. Additionally, there are tier-based training sessions and programmes aimed at strengthening organisational functions.

② Technical Enhancement Programmes

These programmes are designed to enhance technical expertise. Developed under the supervision of the ID&E Global Academy and Executive Engineers within the ID&E Group, they are tailored for employees at all levels, from junior to senior, and follow a syllabus aligned with the IPD framework. These include programmes focused on specialised technologies, integrated management skills, overseas project management, and programmes tailored for overseas Group companies.



6.2 Human Capital Management

③ Career Development Support Programmes

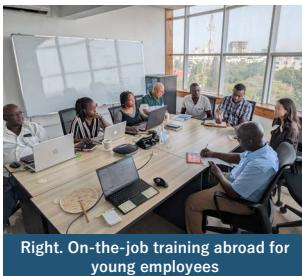
Employees can freely participate in these programmes, which focus on career development. This includes programmes such as career development courses and professional engineer qualification support.

(2) Exchange Programmes - Connect with the World

These programmes broaden the perspectives of participants. They include special study assignments to various universities or research institutions, exchanges between Group companies, and overseas on-the-job training (OJT).



Left. Special assignment to study at a domestic university



Right. On-the-job training abroad for young employees

(3) Talent Management ~ Know yourself ~

Refer to the next section for details

Main Categories	Group Synergy		ID&E's Technical Expertise		Career Development Support	
Subcategories	Essentials for ALL ID&E	three priority issues	Follow Initial Professional Dev.	Only for Subsidiaries Located in Japan	Mid-Career Entry Training	
				Specialized skill	Voluntary Study	Rank-based PGM
Executive						
Upper Manager					OnDemand e-learning	
Middle Manager						
Mid-Level/ Team leader						
New & Junior	Philosophy of ID&E	Sustainability	Basic Education for Engineers	Project Management Advance Skill	FDM Training	Professional Capability Enhancement Programme
	Information security	Management HR	PGM supervised by Executive Engineer	BIM/CIM Training	Personnel Evaluation	Management Track Candidates
	Compliance	DX HR	Ethics, Environmental, Safety, and Quality Management as an Engineer	Project Management Basic Skill	TDF	TD
		Global HR	Regional engineer	Specialized Field Training	Employees in Their Third Year	New Employees

6.2 Human Capital Management

Strategy 3. Talent Management ~ Know yourself ~

The Talent Management System is being developed as a shared platform across the ID&E Group, with customisation tailored to the specific needs of each Group company. The system is scheduled for full implementation by June 2027, and will be progressively expanded to support visualisation of talent and organisational structures, analysis and trend identification, and strategic workforce planning.

(1) Visualisation and Utilisation of Talent Information

Human resource data is centralised, enabling visual confirmation of employees' skills, experiences, and positions. This supports the continuous development and strategic utilisation of talent, including project assignments and optimal personnel placement.

(2) Supporting Self-Directed Learning

Through the Talent Management System, which is a core component of the ID&E Global Academy, each employee can compare their current status with their future aspirations and design their own career vision. The system recommends learning content aligned with individual career goals and records learning history, thereby promoting autonomous and proactive learning.

(3) Fair Evaluation of Talent

In parallel with various career development programmes, the ID&E Group has introduced a Management by Objectives (MBO) system. In principle, employees have biannual meetings with their supervisors to receive feedback on their career aspirations. Each department also prepares a Career Path Sheet, outlining the specialised technical skills required for each role. Employees input their personal goals and achievement levels into this sheet once a year. Based on this input, employees receive objective and transparent evaluations, along with advice on growth opportunities. Furthermore, the Group conducts an annual Career Questionnaire Survey targeting employees of ID&E and its key Group companies in Japan. The results are used to inform talent placement decisions, taking into account each individual's career vision and aptitudes.

Strategy 4. Wellbeing

The ID&E Group is committed to fostering a work environment where each employee feels fulfilled in their role whilst effectively managing their responsibilities. We prioritise a balanced approach to work that focuses on the quality of work, promoting efficient and meaningful ways of working.

By evolving our focus from work-life balance to wellbeing, we aim to create a workplace where employees can continue to work with vitality, maintaining physical, mental, and social wellbeing. While we have implemented various initiatives in the past, we remain dedicated to actively advancing our wellbeing management strategies in the future.

Additionally, to realise wellbeing management and effectively communicate these initiatives to our stakeholders in a timely and appropriate manner, we have established the Internal Environmental Improvement and Occupational Health and Safety Policy and Action Guidelines in our Sustainability Management Framework to ensure that employees can continue to work energetically whilst fully utilising their abilities.

Work (Style) Transformation

Work (Place) Transformation

Digital Transformation

Wellbeing and Productivity Management

Work Life Balance

- Enhancing Corporate Competitiveness and Fulfilling Social Responsibilities
- Enabling employee work-life balance and fulfilment

Wellbeing

Achieving holistic employee wellbeing: physical, mental, and social flourishing

► [Internal Environmental Improvement and Occupational Health and Safety Policy](#)

► [Action Guidelines for Internal Environmental Improvement and Occupational Health and Safety](#)

6.2 Human Capital Management

(1) Work-Life Balance Initiatives

We implement work-life balance initiatives to ensure that employees can maximise their potential and achieve a more fulfilling life.

These initiatives are classified into ten categories, based on the nine categories outlined in the Japanese Cabinet Office's Action Plan for Vibrant Workstyles, with an additional "Other" category.

These 10 categories are further divided into three sections: "Systems and Mechanisms," "Investment and Tools," and "Others."

Work-Life Balance Initiatives Details

	Systems and Mechanisms	Investments and Tools	Others
1. Enhancing Conditions for Flexible Work Arrangements	<ul style="list-style-type: none"> Flexible Employment Contract System Pathway to Permanent Employment for Fixed-term Employees 		
2. Optimising Compensation and Workforce Productivity	<ul style="list-style-type: none"> Performance-based Bonus System 	<ul style="list-style-type: none"> Regular Compensation Enhancement Base Salary Increases 	
3. Managing Working Time Effectively	<ul style="list-style-type: none"> Intensive Working Time Management Programme (January to March) Working Hours Monitoring and Verification Implementation of No Overtime Days Email Alerts Regarding Working Hours Encouragement for Continuous 10-day Summer Leave Designation of Paid Leave Promotion Days and Encouragement of Paid Leave Usage Principle Ban on Sunday Work Principle Ban on Late-night Overtime Enforcement of No Meetings After Regular Hours Reinforcement of Weekly Working Style Practices Promotion of Direct Return Home After Business Trips Encouragement of Overnight Stay for Early Morning Business Trips Long-term Leave System Based on Years of Service (5–15 Days) 	<ul style="list-style-type: none"> Automated Telephone Response System Timer-based Light Shutdown on No Overtime Days Operational Efficiency Enhancement Programme (through introduction of tools, surveys and evaluations) 	
4. Creating Agile Working Environments	<ul style="list-style-type: none"> Satellite Office Work Remote Working Career Track System (Four distinct professional pathways) Encouragement of Early Morning Work Flexible Working Hours Location-specific Employment System 	<ul style="list-style-type: none"> Focused Working Environment Creation Use of Online Meeting Tools Remote Access Services Provision of Personal Smartphones Provision of IT Equipment for Remote Working 	

6.2 Human Capital Management

	Systems and Mechanisms	Investments and Tools	Others
5. Enabling Work-Life Balance for Care Responsibilities	<ul style="list-style-type: none"> Special Childcare Leave System (up to 10 days for children under 18 months) Employee Wellbeing Assessment Implementation Childcare Leave System (up to 18 months for children under 3) Carer's Leave Entitlement (up to 365 days) Aid Carer's Leave (up to 5 paid days per year) Shortened Working Hours System for Childcare (available until end of primary school) Childcare Leave System (up to 5 paid days per year) Partner's Childbirth Leave (up to 3 paid days) Career Return Programme for Former Employees 	<ul style="list-style-type: none"> Work-Life Integration Support Programme Mental Wellbeing Training Programmes (conducted as part of targeted development initiatives) On-site Childcare Facility Establishment (industry first) 	
6. Integrating Global Talent	<ul style="list-style-type: none"> English Language Business Operations 		<ul style="list-style-type: none"> Global Talent Recruitment for Graduate and Experienced Professionals
7. Advancing Women's Career Development	<ul style="list-style-type: none"> Implementation of the Action Plan for Promoting Women's Participation Women's Leadership Development Programme (held annually) 		
8. Enhancing Professional Development and Learning	<ul style="list-style-type: none"> Professional Development Stipend (up to 30,000 yen per year) Academic Achievement Recognition Programme (5,000–100,000 yen per award) Special Assignment and Self-funded Study Abroad System MSP System (Inter-departmental Talent Exchange Programme) Goal Management and Evaluation Systems Overseas On-the-Job Training System 	<ul style="list-style-type: none"> Leadership Development for Section Management Conducting Various Technical Training and Seminars Implementation of Company-wide E-Learning Mentorship System for Junior Employees Secondment System to External Organisations 	
9. Enabling Senior Workforce Participation	<ul style="list-style-type: none"> Limited-term Employee System for Contract Workers 		<ul style="list-style-type: none"> Promotion of Senior Engineer Recruitment
10. Other	<ul style="list-style-type: none"> Streamlined Document Management and Reduction Improvement of Meeting Efficiency and Review of Meeting Formats Work-life Balance Achievement Recognition Employee Wellbeing Promotion Utilisation of Career Surveys Paperless Operations 	<ul style="list-style-type: none"> Digitalisation of Various Administrative Procedures Elder Care Support Services (C-Care) Installation of Collaboration Areas Free Address Seating (ABW: Activity Based Working) Utilisation of Knowledge Management Systems Website Improvement 	<ul style="list-style-type: none"> Workplace Open Days Implementation Inclusive Recruitment and Career Development for People with Disabilities Work-Life Integration Communications Community Engagement and Social Impact Initiatives (e.g., Office Neighbourhood Clean-up Activities) Technical Talent Recruitment Enhancement Employee Wellness and Recreation Programmes

6.2 Human Capital Management

(2) Health and Productivity Management

① Strategy

For our human capital, the foundation of our Group, to fully demonstrate their abilities, we have established the ID&E Group Health Declaration and are committed to health and productivity management by considering employee health from a managerial perspective and strategically promoting various measures that contribute to health improvement.

ID&E Group Health Declaration

The ID&E Group believes that in order to put into practice our management philosophy of "act with integrity and contribute to society through technology and engineering," our employees and their families must be healthy, both physically and mentally.

By maintaining and promoting the health of staff and their families and creating a vibrant work environment and highly productive work styles that respect diversity, we will realise a favourable work-life balance of staff as well as the wellbeing of the Group and contribute to the development of a sustainable society through our business.

ID&E Holdings Co., Ltd.
Representative Director and President
Hiroaki Shinya

② Governance

We have established the Health, Safety, and Working Environment Council (chaired by the Executive Officer in charge of wellbeing management) under the Risk Management Council, which is chaired by the Representative Director and President of ID&E, to discuss and promote various measures related to health management and the improvement of the working environment. Furthermore, we have established a Health, Safety, and Work Environment Committee at each Japan-based main Group company to promote and implement initiatives at each company. ID&E and Nippon Koei Business Partners have established the Health and Safety Management Department as a dedicated department for promoting wellbeing management, which includes the ID&E Group Health Management Office.

For details, please refer to [our company website](#).

Governance Structure for Health and Productivity Management



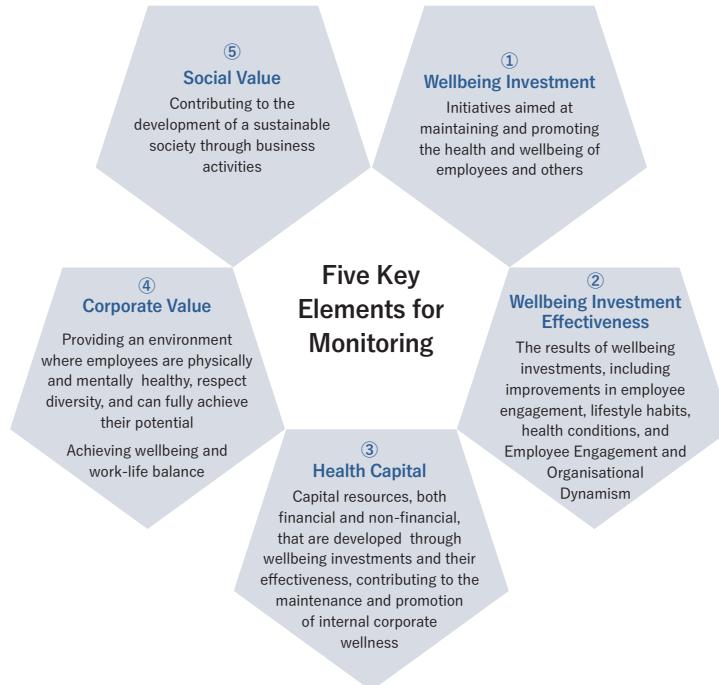
Major meetings regarding the promotion of health and productivity management

Safety and Health Committee at each business unit	Health Promotion Liaison Committee	Health and Safety Manager's Liaison Meeting
Discuss and share information about health management initiatives and occupational safety and health	ID&E's Health & Safety Management Dept., Health Management Office, Personnel Department, and Nippon Koei Health Insurance monitor various measures	Health managers, health management promoters, and business personnel of the ID&E Group companies (based in Japan) will hold discussions and share information on health management and follow-up measures for health checkups

6.2 Human Capital Management

As a Group that manages wellbeing investments, the ID&E Group follows both the costs associated with health-related activities and the outcomes derived from those activities. By making the costs and returns of wellbeing management visible, we aim to foster understanding and awareness amongst internal and external stakeholders, ensuring the efficient and effective management of health initiatives.

The elements for monitoring wellbeing investments comprise the following five components:

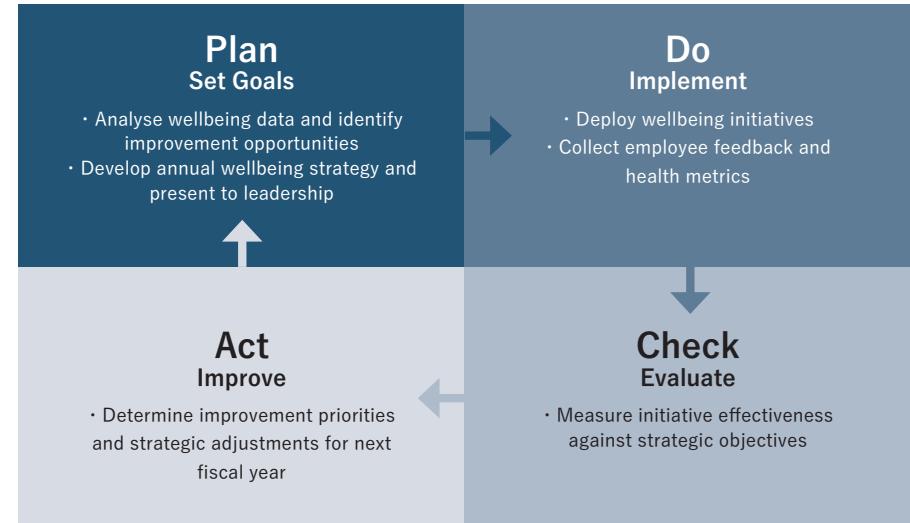


These five elements are centrally managed through our Group's Wellbeing Management Strategy Map, which demonstrates the connection between these components and our Group's business challenges and desired objectives.

③ Programme

By implementing a PDCA (Plan-Do-Check-Act) cycle in wellbeing management, we identify health issues and evaluate and improve the results of our annual plan. This continuous process ensures improvements are made each year.

Conceptual Framework for Continuous Improvement



6.2 Human Capital Management

④ Initiatives and Measures Supporting Employee Health and Safety

1

Employee Health and Wellness Support

We prioritise preventive measures against serious illnesses with comprehensive initiatives.

Enhancement and Thorough Implementation of Regular Health Check-ups:

- Employees under 35: Legal requirements plus lifestyle disease-related items
- Employees aged 35-75: Comprehensive medical examinations including cancer screening
- Women (all ages): Gynecological examinations (breast cancer, cervical cancer screening)
- Families: Legal requirements plus lifestyle disease-related items

Health Check-up Follow-ups:

- Based on health check-up results, occupational physicians and public health nurses conduct interview guidance and health consultations.
- Employees with abnormal values receive prompt occupational physician follow-ups
- Employees requiring treatment or improvement are referred to specialised medical institutions
- Health guidance and specific health guidance are conducted face-to-face or online at the Health Management Office, with arrangements available for remote locations

2

International Health and Wellness Knowledge Transfer

As part of the Non-Communicable Disease Control Project Phase 3 in Fiji (commissioned by the Japan International Cooperation Agency (JICA)) implemented by our Group company Koei Research & Consulting, we hosted training in Japan for 10 officials from Fiji's administrative agencies (Ministry of Health, Prime Minister's Office, etc.).

With nearly half the population in Fiji being obese and NCDs increasing, this training aimed to enhance health and wellness awareness amongst Fiji's citizens and gain insights for establishing workplace wellbeing promotion systems, including health check-ups. The training included introductions to our Group's wellbeing management initiatives, tours of mobile health check-up services, and hands-on experiences, providing participants with practical learning opportunities.

3

Regular Implementation of In-House Walking Event "Minna de Arukatsu"

As a tangible wellbeing promotion initiative, we regularly implement the "Walking with Everyone" (walking activity) wellbeing event, encouraging daily walking as part of life. Voluntary teams are formed across departments to track daily steps and compete based on total steps. The programme also includes side events where employees walk together, fostering communication opportunities and strengthening workplace relationships.

4

Implementation of Health and Wellbeing Seminars and Training Programmes

In conjunction with the ID&E Global Academy, we plan and implement various wellbeing-related training programmes. Seminar and training themes cover a wide range of topics, including diet, lifestyle diseases, women's specific health issues, neck and back pain prevention, and mental health. For detailed information, please visit [our company website](#).

Strategy 5. Recruitment and Retention

To secure and retain human resources with valuable technical expertise, the ID&E Group will continuously strengthen recruitment and retention efforts. Specifically, we will focus on early retention measures for newly hired employees, whether new graduates or mid-career hires, as well as retention strategies for mid-level employees and utilisation of senior staff.

6.3 Value Chain Sustainability

6.3.1 Policy and Approach

The ID&E Group recognises that achieving a sustainable society requires a commitment not only within our own operations but across the entire value chain. This includes environmental stewardship, human rights, occupational health and safety, and information security. As a global organisation with diverse business operations around the world, we engage with a wide range of stakeholders in each project. This makes it essential to manage our value chain responsibly, extending beyond direct relationships. With this understanding, we have established the "Action Guidelines for Promoting Supply Chain Management and CSR Procurement" under our Sustainability Management Framework. Through shared values and deeper partnerships, we are working to build a more sustainable value chain.

► [Action Guidelines for Promoting Supply Chain Management and CSR Procurement](#)

6.3.2 Value Chain Business Structure Analysis

As a foundational step toward promoting responsible practices across our entire value chain, the ID&E Group conducted a systematic analysis of each business structure and clearly identified both internal and external stakeholders relevant to our operations. In our consulting business, for instance, key relationships include partner companies in upstream phases and contractors and subcontractors during implementation stages. Conversely, our energy business requires essential collaboration with power companies and suppliers for hydropower plant operations and equipment manufacturing. Based on this comprehensive analysis, we collaborate with value chain stakeholders from the perspectives of environmental conservation, human rights, occupational health and safety, and responsible procurement to strengthen our collective initiatives.

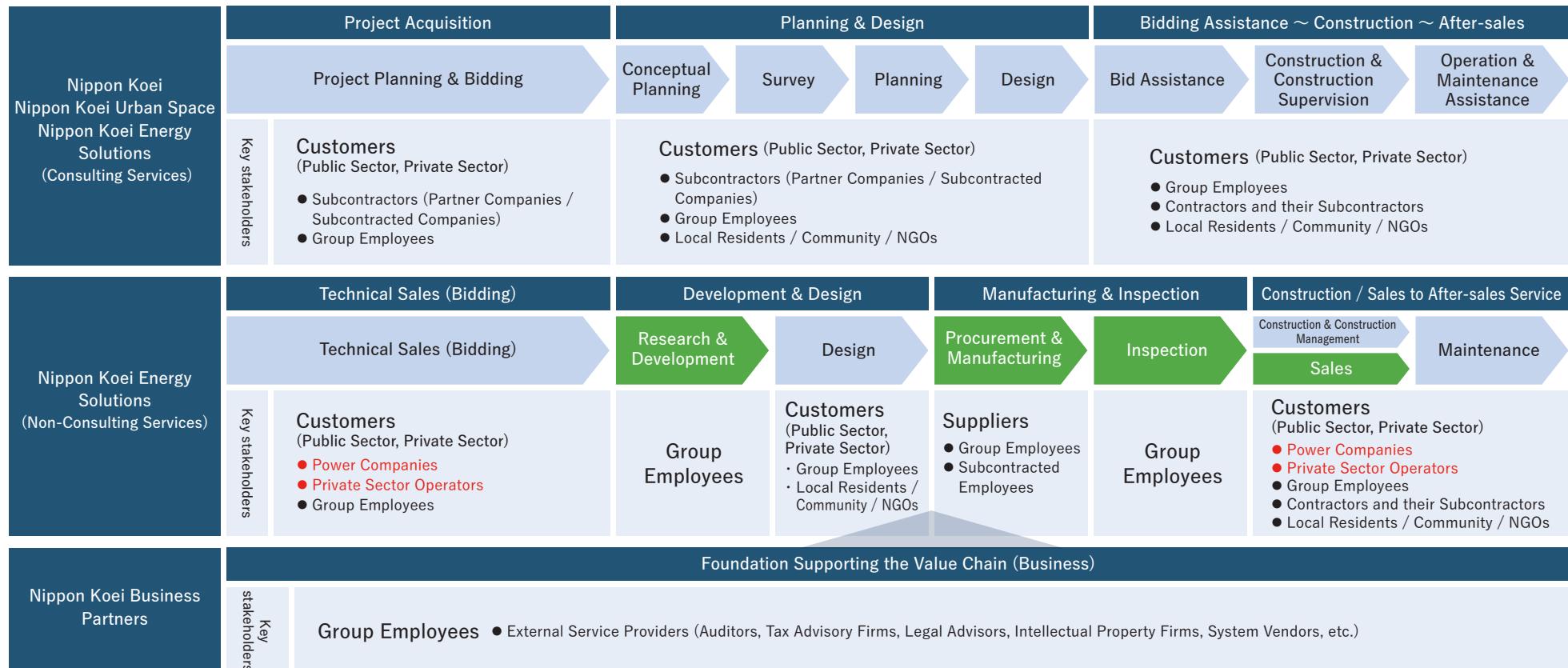
6.3.3 Sustainable Value Chain Development

The ID&E Group advances human rights and environmental considerations throughout our value chain as we pursue a sustainable future. As part of these efforts, we prioritise stakeholder dialogue and will provide our suppliers with a concise document outlining the ID&E Group's human rights policies and available consultation channels. We also strengthen collaboration with suppliers by encouraging cooperation in refining greenhouse gas emission quantification, promoting responsible procurement and environmental impact reduction.

6.3 Value Chain Sustainability

ID&E Group's Value Chain Image

The overall structure of the business, including suppliers, was analysed across the Value Chain, organising rights holders and stakeholders.



6.3 Value Chain Sustainability

6.3.4 Examples

Regular Health and Safety Promotion Committee Meetings Inclusive of Trading Partners

Nippon Koei Energy Solutions conducts monthly Health and Safety Promotion Committee meetings that include trading companies. These committees share detailed best practices and near miss incidents from various sites using diagrams and photographs, promoting awareness through morning briefings and on-site displays. Monthly safety slogan selection and announcements are conducted to enhance labour safety awareness together with our trading partners.



Occupational Health and Safety Promotion Committee with participation from business partners

Promoting Fair Trading Practices

In June 2023, Nippon Koei endorsed the Partnership Building Declaration promoted by Japan's Cabinet Office and Small and Medium Enterprise Agency, committing to advance collaboration and mutual prosperity with suppliers whilst building new partnerships from the procuring party position.

The declaration encourages collaboration across companies of different sizes and corporate groups to enhance the overall value of the supply chain and achieve mutual prosperity. It also promotes support for Business Continuity Planning (BCP) and employee health management, while clearly stating the importance of fair and desirable trading practices between parent companies and subcontractors. Nippon Koei is committed to these principles and continues to strengthen supplier partnerships through responsible procurement and internal awareness initiatives.

[► Partnership Building Declaration](#) (Japanese only)

6.4 Social Contribution

6.4.1 Policy and Approach

The ID&E Group traces its origins to founder Yutaka Kubota's philosophy of "act with integrity and contribute to society through technology and engineering." From post-war reconstruction support to the present day, we have provided solutions leveraging technology and expertise to address social challenges both domestically and internationally. This philosophy continues as our Group's guiding principle, forming the foundation for our officers' and employees' business activities. Beyond social contribution through our business operations, we provide opportunities for each employee to engage with local communities and participate individually in solving social challenges.

[► ID&E Group Code of Conduct](#)

6.4.2 Initiatives and Achievements

ID&E Group Disaster Relief Fund

As part of our disaster support efforts, our Group collects employee donations and implements gift matching whereby the company provides a donation that matches the amount donated by employees.

For 2025/06, we provided the following disaster support through Japanese Red Cross Society:

- Relief fund for July 2024 heavy rain disasters in Akita and Yamagata Prefectures (Japan)
- Relief fund for September 2024 heavy rain disaster on the Noto Peninsula, Ishikawa Prefecture (Japan)
- Relief fund for January 2025 fire in Ofunato City, Iwate Prefecture (Japan)
- 2025 Myanmar earthquake relief fund

6.4 Social Contribution

Japan-Kenya Friendship Sondu-Miriu Library Activities

The Sondu-Miriu Public Library, located in the Nyakach district of western Kenya, was established in 2001 through collaboration between the local Hera Women Group and engineers involved in Japanese ODA hydropower plant construction. At the time, students had limited access to textbooks, which were locked away and only available during class hours, making it difficult for children to study at home.

To address this, a building—previously used as a material testing room during construction—was repurposed into a library where children could freely access textbooks and enjoy a variety of books. Operated by the Hera Women Group, the library hosts composition contests, art classes, and reading promotion activities, contributing to both educational opportunities and cultural enrichment for children and local residents.

Even after the completion of the power plant in 2008, volunteer employees have continued their support through the "Library Support Association." This group promotes the activities of the Hera Women Group, manages a blog to raise awareness, and encourages donations of books and funds. With a collection of over 7,300 books and more than 6,000 annual users—primarily children—the library remains a vital hub for community development and learning.



Hera Women Group with Japanese supporters



Art class activities

River Cleaning Activities

Our Group engages in river cleaning activities aimed at protecting the global environment and connecting with local communities.

BDP: Participated in the London Ravensbourne River cleaning event hosted by Thames 21 in July 2024. During three hours of community interaction, we conducted cleaning work whilst engaging in dialogue about local landscape design.



the London Ravensbourne River cleaning event

Nippon Koei and Nippon Koei Urban Space Sendai Branch

Branch: Participated in the Hirose River 10,000 People Project conducted in spring and autumn along the Hirose River in Sendai City, Miyagi Prefecture. We also serve as executive committee members.



Hirose River 10,000 People Project

Nippon Koei Urban Space Okinawa Branch:

Participated in the Kokuba River Water Ashibi rubbish collection event held along the Kokuba River flowing through Naha City, Okinawa Prefecture. This event provided opportunities to deepen understanding of waterside environmental conservation through wildlife observation sessions and mangrove exploration following rubbish collection.

6.4 Social Contribution

Regional Environmental Conservation Collaboration

Nippon Koei Energy Solutions conducts activities aimed at contributing to local communities. The Fukushima office implements cleaning activities twice annually around the office vicinity for the purpose of environmental site management. Additionally, each substation conducts regular cleaning activities jointly with trading companies. These efforts contribute to regional beautification whilst strengthening community connections. These activities serve as important opportunities not only for contributing to local environmental protection and beautification but also for raising employee environmental awareness.



Fukushima office cleaning activities



joint cleaning activities with supplier companies

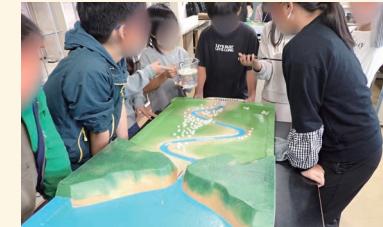
Educational Outreach Programmes

Nippon Koei regularly conducts educational outreach programmes as part of educational support for children who will lead the next generation. Engineers serve as instructors, providing easy-to-understand explanations of themes including environmental conservation, disaster prevention, and infrastructure development, offering opportunities to deepen understanding of social challenges through experiments and hands-on programmes.

The Sendai branch has dispatched instructors to local primary schools since 2011 for lessons on Dam Functions and Creating Ecosystem Pyramids. These programmes have reached over 100 children annually, earning appreciation certificates from the Sendai City Board of Education.

Additionally, our development consultants conducted educational outreach at Gakushuin University on the theme of Urban Planning and Urban Development in Developing Countries. We directly communicated to students about daily life on overseas project sites, the rewards and challenges of our work, and the unique fascination and appeal of the development consulting experience. Through these initiatives, we endeavour to cultivate future talent contributing to social challenge resolution and promote understanding and interest in development consulting careers.

We will continue contributing to regional communities whilst supporting the healthy growth of future generations.



Dam experiment scene



Classroom experience



Scenes from a visiting lecture at Gakushuin University

