Materiality and Medium-Term Business Plan Initiatives

Risks and opportunities related to each materiality are described separately in the Sustainability Section | Materiality (P.65-81). We will prevent and reduce risks and create business opportunities through the following key measures in our Medium-Term Business Plan.

	Materiality (Related ISO 26000)	Key measures under the Medium-Term Business Plan	Relationship with SDGs, etc.
E	① Realization of a sustainable and environmentally friendly society (Environment)	● To achieve our target of "virtually zero" CO_2 emissions from business activities (carbon neutrality) (Scope 1 + 2) [Environment] ● To enhance the performance of our Zero Energy Buildings (ZEBs), and expand green procurement (Scope 3) [Environment] ● To establish a system to manage the Group's environmental targets [Environment] ● To conduct environmental patrols and education to eliminate environmental accidents [Safety]	Energy Climate change
S	② Ensuring quality and improving technology (Consumer issues)	● Technical development where the Company has a competitive edge [Technical Development] ● To establish Digital Twin based on coordination with the BIM/CIM design and construction cloud [DX] ● To establish the production process in a visualized and efficient way through state-of-the-art digital technology [DX]	Infrastructure Sustainable city
	③Technical development for realizing a sustainable society (Environment / Consumer issues / Community)	● To develop and commercialize next-generation high-performance ZEBs and develop and use the carbon-recycle concrete [Technical Development] ● Technical development contributing to industrial sectors expected to grow, through a virtuous cycle for the economy and environment [Technical Development] ● To establish a business in the operations and maintenance (O&M) area [DX] ● To shift to a style of data-based sales by making proposals at the optimal timing [DX]	
	④ Promotion of supply chain management (Fair operating practices / Human rights)	● To promote supply chain management aimed at solving environmental and social issues, etc. [Safety] •To promote the procurement complying with the "Sustainable Procurement Guidelines" across the supply chain as a whole •To coordinate with suppliers in a way complying with the "Declaration of Partnership Building" ● To improve the systems for providing procurement-related information [DX]	Employment Compliance with the Revised Labor Standards Act (FY2024) Achievement of the targets of the General Employers Action Plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace (FY2025)
	⑤ Thorough management of occupational health and safety (Labor practices)	● To enhance patrols by the Company and officers of the Safety, Health, and Environment Cooperation Association, etc., ensuring thorough education in order to prevent designated disasters, etc. [Safety] ● To promote the health and safety and environmental management through the utilization of digital technologies, etc. [Safety]	
	⑥ Cultivation of technical staff and securing human resources (Human rights / Labor practices / Consumer issues)	● To promote roadmap to FY2024 for "addressing long working hours" [Work Style Reform] ● To enhance the support for all member companies of Soyukai [Safety] •To enhance and maintain the training for Soyukai members at the Konosu Training Center •To support the registration and use of the Construction Career Up System (CCUS)	
	⑦ Realization of an attractive working environment that is good to work in (Human rights / Labor practices)	● To establish the workstyles and the working environments that enable a diverse range of human resources to fully perform their abilities [Work Style Reform] •To expand mid-career recruitment, studying and implementing the plans for their compensation and other benefits •To study and implement the plans to establish the workstyles where female employees, elderly employees, and others can fully perform their abilities ● To secure digital human resources, and establish a rotation system [DX]	
G	⑧ Thorough compliance and restructuring of the Group governance system (Organization governance / Fair operating practices)	● To clarify the functions of the Group Head Office [Governance] ● To establish effective systems to manage Group companies, etc. [Governance] ● To build an integrated platform [DX]	7 8 9 11 13