

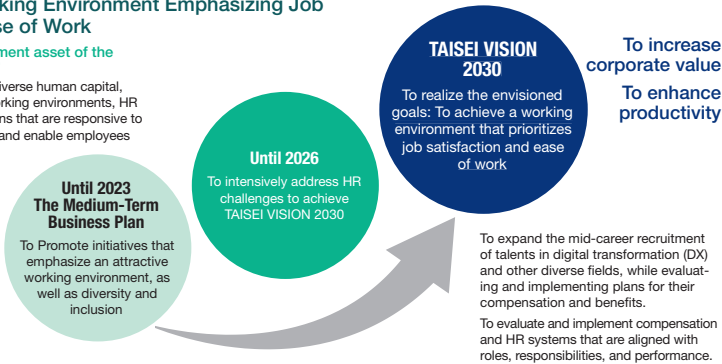
Approach to Human Resources and Human Capital

In line with the TAISEI VISION 2030, which represents the Taisei Group's medium- to long-term vision, one of our key priorities is to promote diversity and inclusion to create an attractive working environment. By fully leveraging the abilities of our diverse workforce and by establishing working styles and environments where every employee can excel while experiencing job satisfaction and ease of work, we aim to improve productivity and, thereby, enhance corporate value.

Realization of a Working Environment Emphasizing Job Satisfaction and Ease of Work

The most valuable management asset of the Taisei Group is its "people."

We aim to recruit and develop diverse human capital, and to establish comfortable working environments, HR systems, and compensation plans that are responsive to the evolving needs of the times and enable employees to fully utilize their abilities.



[Personnel policy]

Basic policy Personnel Policy that Contributes to the Creation of Corporate Value and Sustainable Growth

Concept of the organization to be aimed at	Concept of human capital to be aimed at
Organization with high engagement focusing on job satisfaction and ease of work	Professionals with cheerfulness, enthusiasm, integrity, and discipline as a business person
[Medium- to long-term external environment and structural changes]	[Medium- to long-term personnel issues]
<ul style="list-style-type: none"> IX Growing pressure for industry restructuring SX Moving towards addressing environmental and social challenges through business DX Entering an era where DX dictates competitiveness 	<ul style="list-style-type: none"> Recruitment and development of human capital <ul style="list-style-type: none"> To strengthen the recruitment of talent in civil engineering and building construction To recruit human capital and build new HR systems to facilitate expansion into new business areas To enhance development of human capital Diversity, equity, and inclusion <ul style="list-style-type: none"> To create an environment where talent with diverse perspectives can thrive Workstyle reform <ul style="list-style-type: none"> To promote flexible work arrangements tailored to the unique constraints on work location and hours in the construction industry

Job Satisfaction

- To Strengthen Recruitment of Diverse Human Capital**
 - To enhance the recruitment of professionals and talents in new domains, in addition to maintaining a stable workforce in existing areas (Year-round recruitment, promotion of reemployment for early retirees through "Job Return")
- Development and Strategic Placement of Talent**
 - To maximize abilities and growth through the establishment of comprehensive training programs and strategic placement
- To Enhance Personnel Assessments to Increase Motivation and Job Satisfaction**
 - To clarify individual employee goals based on the TAISEI VISION 2030, and strengthen reward mechanisms for high-performing employees
 - To award recognition to employees and business locations within the Taisei Group that have contributed to the realization of the TAISEI VISION 2030.



Ease of Work

- To Embed Diversity, Equity & Inclusion**
 - To develop flexible work environments that allow diverse human capital like female, elderly employees and non-Japanese employees to excel as they navigate through different life stages.
- Realization of Workstyle Reform**
 - To implement flexible workstyles tailored to the unique needs of the construction industry (staggered work hours, flexitime for childcare, visibility of work hours through a monitoring system).
- Advancement of Health Management**
 - To continue to offer preventive measures and information to improve both mental and physical well-being. This includes the promotion of Femtech, subsidizing gynecological cancer screening costs, expanding infertility treatment support, pre-conception care, and mental health initiatives.
- Support for Life Planning**
 - To continue to offer seminars on asset building and planning for a second life phase.

Initiatives to Develop Human Capital

Enhancement of "Human Skills" and "Specialization"

We are advancing training programs focused on "human skills" to help individuals develop a well-rounded set of capabilities—encompassing mind, skill, and body—in a balanced manner. Through these programs, we aim to instill a broad perspective and cultivate individuals who are not just technically proficient but also socially and culturally informed.

To Boost Productivity through Online and On-Demand Training

We have implemented online and on-demand training modules that can be accessed at the convenience of the employees.

Promotion of Action Learning

We are focused on translating classroom learning into actionable insights in the workplace. Through a cycle of experiential learning that includes experience, introspection, conceptualization, and application, we aim to convert acquired knowledge into meaningful behavioral changes.



Development of Digital Human Capital through DX Academia

DX Academia is a systematized form of digital education that aims to develop human capital who uses digital technologies and data to improve productivity and create new value. We will provide a comprehensive learning environment for purposes ranging from improving the literacy of all employees to developing human capital who promotes DX.

"Wellness-Oriented" Training Centers

We have integrated biophilic design elements into our training spaces to create an environment that not only lowers stress but also enhances focus and well-being through interaction with natural elements.



Classroom: "T-Light Blinds" for natural indoor lighting
Common conversation space: Designed with wood and plants

Support for Professional Certification

To cultivate employees with high levels of expertise, we support the acquisition of various professional certifications, such as First-Class Architect and First-Class Civil Engineering Construction Management Engineer. We provide financial assistance for the necessary costs of these certifications and offer additional incentives to encourage skill enhancement.

Executive-Employee Interviews

To ensure the well-being of employees stationed at remote worksites, promote interactions between employees and executives, and boost employee morale, our executives engage in one-on-one interviews with team members.

Meister System

Aimed at preserving and passing down technical know-how, we have instituted a "Meister System." Under this system, individuals with robust experience and demonstrable technical aptitude are appointed as "Meisters," who then provide hands-on coaching at worksites.

Page P.45 DX Taisei Group's Growth Strategy

Web Q Human Resources Development of the Next Generation of Engineers and Woman Engineers

Column 1

Promotion of Understanding of SDGs

In June 2023, we held a workshop for employees of Taisei Corporation to experience "The Action!—SDGs Card Game"—developed by SOMPO JAPAN Insurance Inc. It is a game in which all participants are divided into teams to start, in a setting where they live in the same area, use cards (time, money, projects) they receive, and work together to achieve SDGs that the teams set.

They deepened their understanding of SDGs and learned that it was important for each individual to take action.



Column 2

Improvement of Sustainability Literacy

We published the TAISEI Sustainability Handbook in August 2022 to share the awareness of sustainability as a fundamental part of our corporate activities among all Group officers and employees and lead it to their own action. Based on that, executives from the Sustainability Division (Integrated) visited more than 30 divisions, branches, and group companies individually, and held the Sustainability Management Briefing twice.

The first briefing session (September and October 2022) focused on basic approaches to sustainability and social trends, and the second briefing session (February and March 2023) provided explanations and opinion exchanges focusing on specific initiatives implemented by executives and employees.

The TAISEI Sustainability Handbook will be revised accordingly and will continue to be used for induction training after this fiscal year.

Advancing Diversity, Equity, and Inclusion

To fulfill the Taisei Group Philosophy of "to create a vibrant environment for all members of society," it is essential to first establish a work environment where every employee can flourish. In 2006, ahead of other companies, we initiated diversity promotion measures with an eye towards the challenges of a declining population and the need for new value creation. Through ongoing evaluation and adaptation of these initiatives, our focus on diversity has evolved into a broader commitment to diversity, equity, and inclusion, with an enhanced emphasis on "job satisfaction" and "ease of work." Moreover, recognizing the male-dominated nature of the construction industry, we are placing special emphasis on strategies that actively "engage men" in these efforts.

■ "100% Male Childcare Leave Adoption"—A Continuous Effort since FY2017

To ensure that everyone feels secure in taking leave, we have made the days off paid, sent encouraging emails to target employees and their supervisors, and showcased examples of those who have taken leave. As of March 2023, more than 1,550 employees have benefited from this, translating to one in five male employees. We are committed to enhancing this environment further to allow leaves of over 14 days for all.

■ "Leadership Training for Male Managers"—Transitioning from D&I to DEIB

For everyone to fully utilize their unique attributes (D: Diversity) and thrive, it is essential to establish a psychologically safe workplace that embodies fairness (E: Equity), acceptance and respect (I: Inclusion), and a sense of belonging (B: Belonging). Primarily aimed at male managers, our training focuses on building awareness and introducing management practices that contribute to such an environment.

■ "Support for Balancing Childcare with Career"—Creating a Space for Couples to Strategically Plan Together

Mutual understanding and cooperation are essential for both partners to be able to raise children and have fulfilling careers. In order to achieve this, we conduct "Seminars Joined by Both Partners for Achieving Work and Life Balance" to support the creation of a support system that avoids losing opportunities for growth at work, such as reviewing the division of daily childcare and housework, and sharing a medium- to long-term career vision, including the meaning of work.

Medium- to Long-Term Goals

[Recruitment]

01 Percentage of female employees in the recruitment of new graduates: At least 25% by 2024 and at least 30% by 2030
22% in FY2023 (21% in FY2022).

[Women's participation and advancement in the workplace]

02 More than 10 times more female managers by FY2025 than the level in FY2015
The number increased eight times from 39 in FY2015 to 314 in FY2022. (The target for FY2023 is 330)

03 Percentage of female engineers: At least 15% by 2030
809 employees or 10.6% in FY2022 (767 or 10.2% in FY2021) Of these, the number of female employees working at our worksites increased from 110 in FY2015 to 170 in FY2022.

[Childcare support for males]

04 Rate of taking childcare leave by males: 100%
We have achieved 100% continuously since FY2017.

05 The average number of childcare leave days taken by males: At least 14 days
11.6 days in FY2022

Promotion of Health and Productivity Management

Taisei Corporation acknowledges that the well-being of its employees is not only essential for cultivating a vibrant work environment but also for ensuring the happiness and welfare of both the employees and their families. With this understanding, we provide comprehensive support for the physical and mental health of our staff. Specifically, we emphasize post-health checkup interventions and personalized consultations based on the levels of physical and mental fatigue, with the aim of reducing health-related issues. Moreover, we have introduced an educational pension benefit system that provides educational support for families in the event that an employee becomes unable to work due to death, injury, or illness and has to retire.

For mental well-being, we have established an Employee Assistance Program (EAP) consultation room, where employees can easily seek advice. We offer consultation services, including face-to-face meetings with external counselors as well as phone and email consultations that are available to both employees and their families. Especially for our younger staff, we regularly administer health awareness surveys and encourage consultations with counselors if they are experiencing stress or anxiety. Moving forward, we will continue to advance our health management initiatives, focusing on engaging with younger employees, raising awareness of mental health, and providing support to balance medical treatments with work commitments.

Improvement of Employee Engagement

To achieve the goals of TAISEI VISION 2030, further enhancement in productivity is essential. We believe that it is crucial for each individual employee to maintain high levels of engagement, built upon a foundation of psychological safety in the workplace.

In FY2022, we conducted an engagement survey using Motivation Cloud, a service provided by Link and Motivation Inc., targeting employees of Taisei Corporation and its major Group companies. Based on the issues identified, we have been implementing incremental improvements. We have also established the TAISEI Next-Generation VISION Proposal Working Group to consider immediate challenges, their solutions, and strategic actions for the medium-to-long-term.

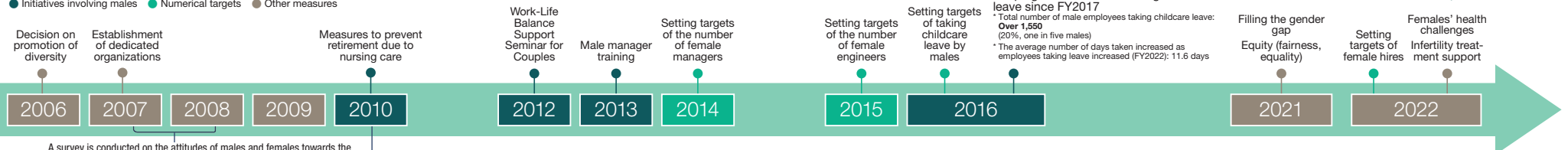
Starting from FY2023, we plan to increase the frequency of engagement surveys to twice a year. We will periodically monitor improvements and integrate the findings into various management initiatives, aiming for a continuous improvement in engagement scores.



TAISEI Next-Generation VISION Proposal Working Group
A scene in a meeting

Taisei Corporation's initiatives for DE&I

● Initiatives involving males ● Numerical targets ● Other measures



Keeping a 100% rate of taking childcare leave since FY2017
Total number of male employees taking childcare leave: Over 1,550 (20%, one in five males)
* The average number of days taken increased as employees taking leave increased (FY2022: 11.6 days)

Page P.81 Materiality^⑦
Realization of an attractive working environment that is good to work in
Sustainability Section

A survey is conducted on the attitudes of males and females towards the promotion of women's participation and advancement in the workplace

We recognize that "nursing care" initiatives are effective in raising awareness of work-life balance among males as well as females

Initiating specific measures

2

In order to promote women's participation and advancement in the workplace, organizations where male employees account for 80% must establish accessible systems and environments, as well as change males themselves.

8

To increase people in leadership roles

- ① To increase female employees in key positions
- ② To expand the scope of work
- ③ To support for capacity development
- ④ To support for continued employment
- ⑤ To reform corporate culture (awareness)

To focus on initiatives involving males

① Supervisor (male manager) training

- To address unconscious bias
- To learn how to build an organization to ensure psychological safety

② Outreach to families

- To gain the understanding and cooperation of spouses for work-life balance
- To support the creation of a system for sharing roles within the household

③ Childcare support for males

- To gain the understanding and cooperation for employees balancing work with life
- To promote male employees' 100% rate of taking childcare leave

④ Prevention of retirement due to nursing care

- To gain the understanding and cooperation for employees balancing work with life
- To establish systems and environments where employees can use easily with a wide variety of options

