

## 4 Social

Since its establishment, the ID&E Group has been committed to contributing to the development of a sustainable society by undertaking numerous projects and initiatives aimed at improving and creating better "natural environment" as well as "social environment." In alignment with various policies and action guidelines in the social domain, we will continue to advance sustainability management. Among the wide-ranging social fields, this report covers the following topics:

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## 4.1 Human Rights

### Approach/Policy

For over 70 years, the ID&E Group has been engaged in projects supporting the lives, livelihoods, and dignity of people in various circumstances across approximately 160 countries and regions. Respecting the "human rights" of stakeholders involved in our management and business is not only a corporate social responsibility but also the foundation and ultimate goal of our operations.

Standing on this recognition, our Group has positioned "human rights" as a key sustainability issue. We aim to work collaboratively with stakeholders across our supply chain to address human rights issues, striving to create a sustainable society where the dignity of all individuals is upheld.

Since the establishment of the ID&E Sustainability Promotion Council in July 2023, we have identified the development of a human rights policy and the initiation of human rights due diligence as priority action items. In May 2024, we established the " Human Rights Foundational Policy " and " Action Guidelines for Human Rights " as part of our Sustainability Management Framework, as outlined below.

#### ID&E Holdings Human Rights Foundational Policy

The ID&E Holdings Group (ID&E Group) recognises that respecting human rights is a corporate social responsibility and has established our approach in this Human Rights Foundational Policy and is committed to

complying with the Policy.

#### 1. Endorsement of relevant principles and declarations

The ID&E Group endorses the principles of the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights, and the Japanese Government's Guidelines on Respecting Human Rights in Responsible Supply Chains. The ID&E Group respects human rights in all aspects of our corporate activities, and contributes to the realisation of a sustainable society.

When respecting human rights, we strive to grasp the overall picture of human rights that companies should respect by referring to major international standards and frameworks, including principles and declarations on human rights, in addition to the legislation of the countries in which the ID&E Group operates.

#### 2. Persons whose human rights are to be respected

The ID&E Group respects the human rights of all people involved in our business, including all of our own officers and employees, as well as the officers and employees of our business partners, and our customers, consumers, and the local residents in the regions where our business activities take place.

#### 3. Action Guidelines for Respecting Human Rights

The ID&E Group has established the following initiatives as the Human Rights Foundational Policy and promotes corporate activities in line with these Guidelines.

- 1) Grasping the overall picture of human rights
- 2) Important matters concerning respect for human rights in corporate activities
- 3) Developing an implementation system for respecting human rights
- 4) Conducting human rights due diligence
- 5) Developing remedial measures

#### 4. Scope of application and expectations of business partners

In principle, this Policy applies to all officers and employees of the ID&E Group. We also expect all ID&E Group business partners to understand and endorse this Policy.

Based on the above "Human Rights Foundational Policy," we have defined in more detail the specific human rights issues that the Group should focus on. The ID&E also declares that it will focus on building the systems necessary to address human rights issues, steadily implementing human rights due diligence, and developing relief measures.

#### ID&E Holdings Action Guidelines for Human Rights

The ID&E Holdings Group (ID&E Group) will work on the following matters in accordance with our Human Rights Foundational Policy.

#### 1. Grasping the overall picture of human rights

To grasp the overall picture of human rights that companies should respect, we will refer to the following international standards and frameworks, and will strive to keep up with the latest discussions on business and human rights in Japan and abroad.

- The International Bill of Human Rights, including the Universal Declaration of Human Rights
- The ILO Declaration on Fundamental Principles and Rights at Work
- The Children's Rights and Business Principles
- The Convention on the Elimination of All Forms of Discrimination against Women
- The OECD Guidelines for Multinational Enterprises
- The Framework Principles on Human Rights and the Environment (United Nations General Assembly Resolution)
- The United Nations Declaration on the Rights of Indigenous Peoples
- The Convention concerning Indigenous and Tribal Peoples in Independent Countries (ILO Convention No. 169)
- The Principle of Free, Prior and Informed Consent (FPIC)

## 4.1 Human Rights

### 2. Important matters concerning respect for human rights in corporate activities

We will respect human rights in the ID&E Group's corporate activities by focusing on the following issues.

#### (1) Discrimination

We will prevent practices that have the effect of, directly or indirectly, placing certain individuals in a position of subordination or disadvantage on the grounds of attributes or type of employment (regular/non-regular) that have no bearing on the job to be performed, including race, ethnicity, gender, language, religion, political and other opinions, nationality or social origin, property, birth, or other status (sexual orientation, health, and disability).

#### (2) Harassment

We will prevent the working environment of workers being damaged as a result of illegal or unjust acts, such as workplace harassment, sexual harassment, maternity/paternity harassment, and care harassment.

#### (3) Forced labour and child labour

We will prevent forced labour and child labour. Forced labour means the violation of the fundamental human right to work of one's own free will and to choose one's own work freely due to being forced to work under the threat of punishment and engaging in work one has not voluntarily offered to undertake, while child labour means work by children below the minimum age for employment as defined by law.

#### (4) Working hours and wages

We will implement appropriate human resource and labour management in light of labour-related legislation, labour contracts, and work rules to ensure that no excessive or unreasonable hours are worked and that wages are not insufficient or unpaid.

#### (5) Formation of and participation in labour unions

We will respect the right of workers to form labour unions based on their will and the right to choose whether to participate in such a union.

#### (6) Health and safety of officers and employees

We will ensure a safe and healthy workplace environment through appropriate foresight of the risk of work-related accidents, injuries, and illnesses and measures to address such risks.

#### (7) Freedom of expression and privacy

We will respect the freedom of expression of not only employees but also customers, suppliers, consumers, and other external stakeholders, and prevent infringements on their privacy, including personal information.

#### (8) Local communities

We will prevent violations of all human rights of indigenous peoples and local residents in the areas in which we operate, and prevent activities that deprive local residents of their right to enjoy a healthy environment. Furthermore, we will seek the preservation of a healthy and comfortable environment from destruction in the course of business activities and prevent associated air, soil, and water pollution.

#### (9) Environment and climate change

We will be careful to avoid funding projects that through their operation clearly accelerate environmental destruction and global warming, and in this way lead to the erosion of human rights.

#### (10) Human rights in the supply chain

We will appropriately consider and respond to human rights violations that may occur throughout the supply chain of corporate activities.

### 3. Development of an implementation system for respecting human rights

We will establish a system necessary to comply with the Human Rights Foundational Policy and the Action Guidelines for Human Rights in cooperation with the ID&E Group's Sustainability Promotion Council and other relevant important ID&E Group meeting bodies and group companies to fulfil our responsibility to respect human rights.

### 4. Conducting human rights due diligence

We will conduct human rights due diligence to prevent and mitigate negative impacts on human rights from corporate activities. We will establish a due diligence process (human rights impact assessments, preventive and corrective actions, monitoring, and external disclosure) and implement the process on an ongoing basis.

### 5. Development of remedial measures

The ID&E Group will establish a grievance mechanism to address the negative impacts caused by human rights violations.

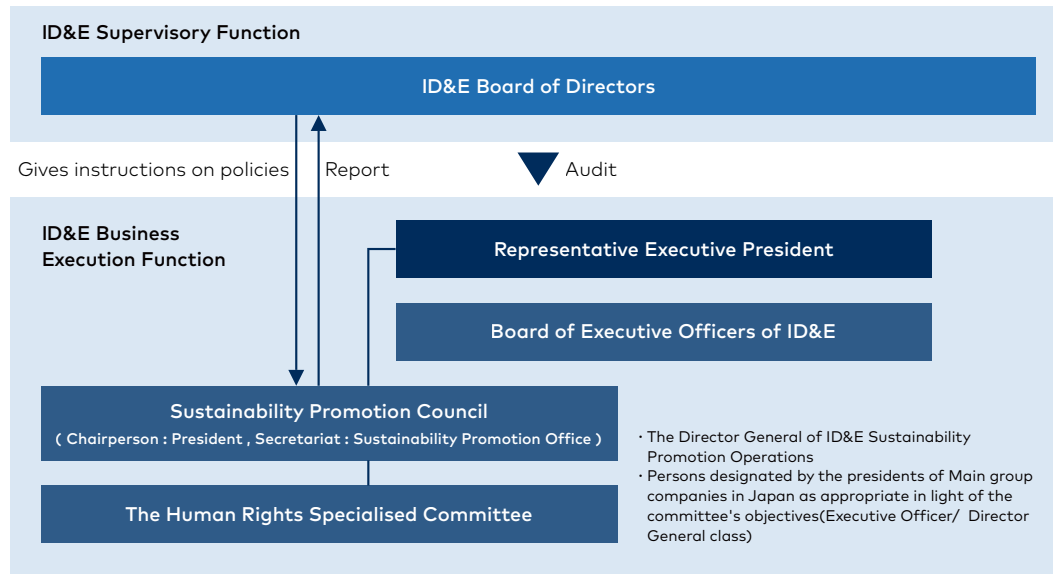


## 4.1 Human Rights

### Structure

In July 2024, ID&E established the "Human Rights Specialised Committee" under the ID&E Sustainability Promotion Council to address human rights issues from a more specialised perspective. As a cross-organisational body, it includes executive officers, operations heads, or other representatives designated by the presidents of main Group companies in Japan. The committee focuses on i) the implementation and improvement of the Human Rights Foundational Policy, ii) the execution of human rights due diligence, iii) the identification and response to human rights risks, iv) disclosure of information related to human rights risks, v) development of grievance mechanism, and vi) improving human rights literacy within the Group.

### ■ Organisational Chart of the Human Rights Committee



### Implementation of Human Rights Due Diligence

Our Group is conducting human rights due diligence in accordance with the "United Nations Guiding Principles on Business and Human Rights." For FY2024/06, we have completed the first step, which involves identifying and evaluating human rights risks and their potential or actual impacts. Given the nature of our Group's business, we have categorised these risks into two areas: (1) human rights within the organisation, focusing on employees of our main Group companies in Japan, and (2) human rights related to our business activities, specifically concerning stakeholders involved in our projects.

### Steps for Human Rights Impact Assessment

1. Identify the rights holders/stakeholders in the supply chain.
  - Target 1: Our main group companies.
  - Target 2: Identify projects currently being implemented that are expected to have high human rights risks based on preliminary investigations.
2. Organise the anticipated human rights risks by rights holders, and conduct hearings and on-site investigations to identify human rights issues.
3. Evaluate the identified human rights issues from the above in terms of severity and likelihood of occurrence.

## 4.1 Human Rights

In the future, regarding high-priority human rights risks identified and evaluated by the Sustainability Promotion Council, measures to prevent and mitigate those risks will be developed, and ID&E and relevant Group companies will work together to implement human rights responses.

The status of responses to human rights risks is monitored primarily by the Sustainability Promotion Council, which reports to the Board of Executive Officers and the Board of Directors.

### Initiatives

#### Enhancing Human Rights Literacy

In October 2023, an internal seminar on "Human Rights Due Diligence" was held, led by the general manager of the Sustainability Design Office of Nippon Koei. The session covered key topics such as the UN Guiding Principles, the OECD Guidelines for Multinational Enterprises, global business and human rights trends, and an overview of human rights due diligence.

Moving forward, the Group will enhance internal training concerning respect for human rights to further improve human rights literacy across the Group.

## 4.2 Human Capital Management

### The Significance of Positioning Human Capital Management within “Sustainability Management”

The founding spirit of the ID&E Group, encapsulated in the management philosophy of “act with integrity and contribute to society through technology and engineering” has been the bedrock of corporate value based on the “trust” cultivated through numerous engagements at both in Japan and international locations. Diverse and talented individuals are the driving force behind our growth, embodying the philosophy of “Think Globally, Act Locally” and serving as the capital that generates unique corporate value. This principle remains unchanged.

The ID&E Group positions the resolution of sustainability challenges as the starting point for corporate value creation. By fostering a commitment to “co-creation” and “innovation” and investing in the human capital of the ID&E Group, which values “making the world a better place,” we believe we can pioneer new business opportunities and continually enhance corporate value. To move beyond our traditional model of public works contracts and proactively provide innovative solutions to societal challenges, it is essential for all employees across the Group to be highly responsive to external environmental changes. They must independently enhance their skills as professionals and fully maximise their capabilities. In light of this, the ID&E Group is committed to collectively advancing “human capital management to the next level.”

### ID&E Group’s Perspective on “Human Capital”

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

We believe that 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 becoming employees who business partners and stakeholders are eager to collaborate with again is the starting point for sustainable corporate value creation.

As a world-class consulting and engineering company, we regard each employee of the ID&E Group as a professional problem-solver who continuously creates “knowledge” in their respective fields, whether they are tackling societal challenges through their technical expertise or addressing management and operational issues.

While 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 autonomously and fully realise their potential, while feeling both mentally and physically fulfilled in a safe and supportive workplace.



## 4.2 Human Capital

### 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 revisited the ideals of our founder, Kubota Yutaka, and returned to our origins. To enhance the effectiveness of our "human capital management" in the future, we established a new foundational policy on human capital management.

#### Foundational Policy on Human Capital Management

##### Foundational Concept of Human Capital Management

Human capital management regards people as a core asset and seeks to enhance corporate value through investments in human capital. The ID&E Group is committed to continuously enhancing corporate value by investing in its human capital, which is dedicated to "co-creation" and "innovation" and the mission of "making the world a better place."

To enable 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 achieve new "co-creation" and "innovation" for the future. The ID&E Group will continue to enhance corporate value by investing in such human capital.

The Human Capital and Organisation that the ID&E Group Aims For [Human Capital Profile] Individuals with a pioneering spirit, equipped with five core competencies, who tackle global challenges from the perspectives of management, global operations, and technological applications.

The ID&E Group aims to become a collective of individuals as follows: Individuals who carry forward the pioneering spirit of our founder, Kubota Yutaka (who crossed seas to contribute to the self-reliance and development of various nations), and who continue to address complex global and local challenges by carving out the future and improving themselves. Individuals who uphold the perspectives of "management," "global operations," and "technological applications," which Kubota likely possessed, and who act with integrity.

Key Human Capital Competencies:

1. Social Contribution
2. Technical Expertise
3. Insightfulness
4. Managerial Skills
5. Ethical Standards

**[Organisation]** To foster "Co-creation" and "Innovation" create opportunities for individuals to excel while cultivating a culture that respects diverse values. Each individual must recognise their role as a professional, feel 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.

### Overview of Human Capital Management at the ID&E Group

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.

The ID&E Group has placed "Promoting Sustainability Management," as one of the core principles of its medium-term management plan, and positioned at the centre of its efforts in order to make the world a better place and to "work together toward a future without boundaries" as outlined in our long-term management strategy for 2030.

Furthermore, among the initiatives in the medium-term management plan, the ID&E Group considers the "Evolution of Talent and Technology" to be a crucial element that embodies the ID&E brand and ID&E quality.

To strongly advance the evolution of "talent" across the entire Group, we have established a new Human Capital Management Foundational Policy. Alongside this, we have identified five key pillars to support the enhancement of our Group's human capital value: "Diversity, Equity, and Inclusion," "Talent Management," "Human Resource Development (Global Academy)," "Wellbeing," and "Recruitment and Retention" and will promote the maximisation of these strategies. (Figure 1)

### Governance Structure

To effectively manage "human capital management," we have established the "Human Resources Strategy Council" as an important meeting under the ID&E Board of Executive Officers. This meeting is held in principle six times a year, and its contents and initiatives 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.

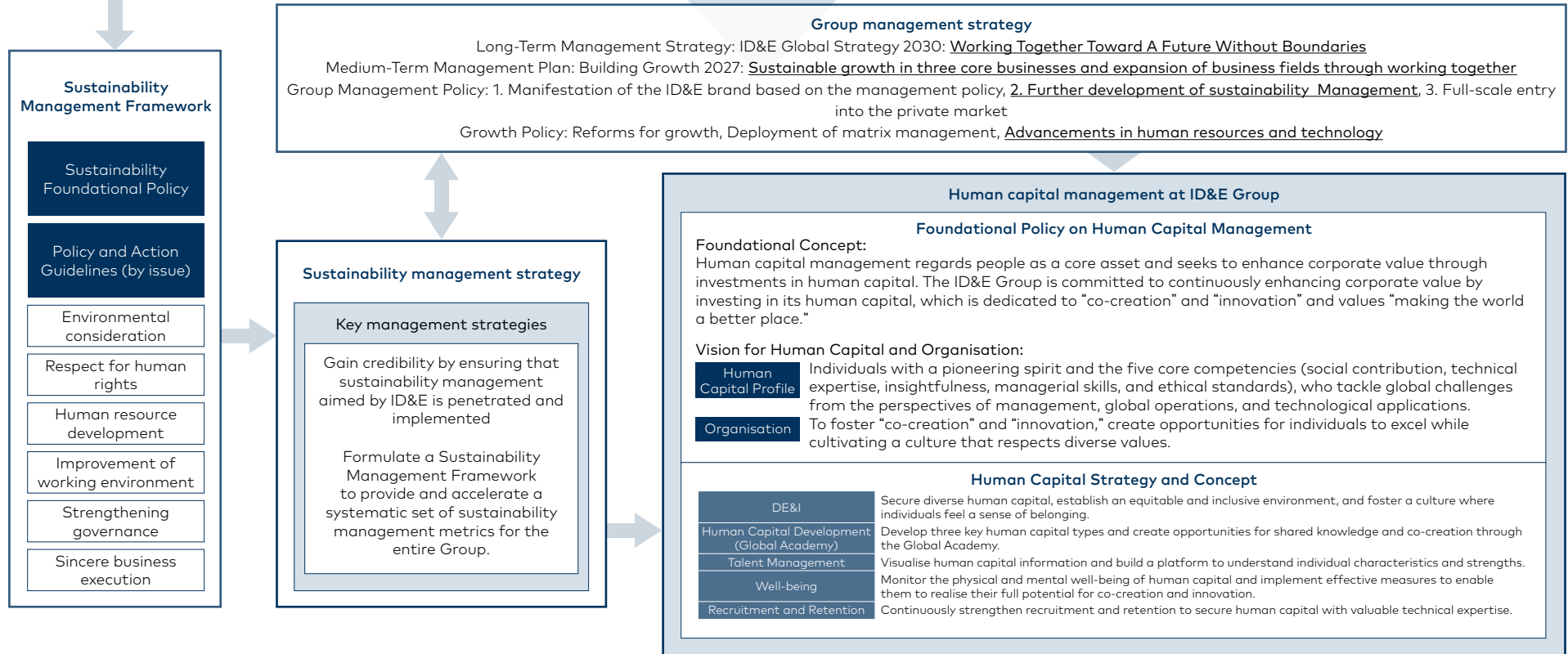
## 4.2 Human Capital

### Overall Picture of ID&E Group Human Capital Management

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

**Mission: Make the World a Better Place**

Building a global team with diverse perspectives ( Materiality 4 )





## 4.2 Human Capital

### Diversity, Equity & Inclusion (DE&I)

The ID&E Group believes that enabling diverse talent to demonstrate their individuality and capabilities, regardless of gender, age, nationality, race, disabilities, sexual orientation, religion, beliefs, values, or employment status, is essential for corporate growth. In alignment with our Diversity, Equity & Inclusion Policy and Action Guidelines, we are committed to developing 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).

#### ID&E Holdings Diversity, Equity, and Inclusion Policy

The ID&E Holdings Group (ID&E Group) recognises the importance of the value of diversity as we transition to a company that is always one step ahead of the times and is flexible and resilient to change. We promote Diversity (respect for diversity), Equity (providing fair and equitable opportunities for diverse human resources), and Inclusion (fostering a culture that embraces diversity).

##### 1. Respect for diversity

The ID&E Group, aiming to be a world-class consulting and engineering company, respects diversity in terms of gender, age, race, nationality, disabilities, sexual orientation, religion and beliefs, and values, as well as career and work styles, in order to generate new ideas and values from diverse perspective.

##### 2. Acceptance of diversity

We will work to create an inclusive organizational structure and culture that embraces diversity so that any individual can thrive within the organisation, fosters deepen mutual understanding, and encourages working together in a lively and productive manner.

##### 3. Providing fair and equitable opportunities

When promoting this Policy, in addition to respecting and accepting diversity, we will make an effort to give reasonable consideration and develop necessary systems so that all workers can fully demonstrate their abilities while maintaining their individuality under fair and equitable opportunities.

#### ID&E Holdings Action Guidelines for Diversity, Equity, and Inclusion

The ID&E Holdings Group (ID&E Group) will work on the following matters in accordance with our Diversity, Equity, and Inclusion Policy (the "Policy").

##### 1. Recruitment and promotion of diverse human resources

We recognise that diversity is a key management issue for the sustainable and robust growth and development of the ID&E Group and will actively promote the recruitment and promotion that leads to a diverse employee group.

##### 2. Fostering a workplace culture that embraces diversity

We will provide educational and training opportunities related to diversity in order to become an organisation that mutually recognises the various personalities exemplified in the Policy as members of the organisation, and that accepts and takes into consideration each individual's situation and characteristics.

##### 3. Providing fair and equitable opportunities to persons with disability

We will strive to provide education and training opportunities that respect individuality, offer diverse career plans, establish systems that enable flexible work styles, and develop fair and equitable promotion and pay raise systems so that our diverse human resources can fully demonstrate their abilities.

##### 4. Developing and monitoring diversity, equity, and inclusion action plans

We will formulate and implement action plans, monitor and evaluate the status of such plans, and disclose the results in order to promote the above stated initiatives in a continuous and transparent manner.

## 4.2 Human Capital

As key numerical targets to be achieved by 2030, our Group has set specific goals for the “percentage of women in management,” “percentage of foreign nationals in management,” and the “percentage of mid-career hires in management.” We are committed to steadily working towards these targets by regularly reviewing and publishing progress on an annual basis.

### A plan for achieving DE&I

In order to enhance the diversity of our Group, we believe that securing and retaining diverse talent is of utmost importance. In order to achieve KPI raised by sustainability target of Sustainability Management Framework, we work on “Ingenuity during recruitment activity” mainly based on three perspectives

	Women	Global	Challenged
Overview	The proportion of female university students in civil engineering and mechanical engineering departments is said to be around 15%. 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 hire talent regardless of nationality through new graduate and mid-career recruitment. For new graduates in general positions, we also promote the development of global talent in conjunction with self-directed career planning.	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. In 2023 it was transitioned from being a subsidiary of our group company Tamano Consultants Co., Ltd. (Current Nippon Koei Urban Space) to a subsidiary of ID&E itself, in order to drive more effective employment practices.
Specific Examples	<ul style="list-style-type: none"> <li>● Conducting "Company Seminars by Female Employees" exclusively for female university students to propose empowering working styles for women.</li> <li>● Creating opportunities for interaction with senior employees who have diverse experiences, such as maternity leave or overseas assignments.</li> </ul>	<ul style="list-style-type: none"> <li>● Recruiting new foreign students who wish to find employment in Japan (new graduates).</li> <li>● Starting to hire international students not only for technical positions but also for administrative and sales positions.</li> <li>● Local subsidiaries hire diverse talents with various skills and abilities according to their business needs.</li> </ul>	<ul style="list-style-type: none"> <li>● Promoting direct employment at Japan-based main group companies and employment at special subsidiaries.</li> <li>● Creating an employment environment to foster a workplace where individuals find a sense of purpose.</li> </ul>



## 4.2 Human Capital

### Initiatives

To not only improve retention rates but also foster innovation within the Group, we believe it is essential to enhance internal communication and establish a work environment that accommodates diverse working styles, allowing employees to work in a way that feels authentic to them. Regarding the development of the work environment, we recognise the need for systems that take into account not only "Diversity" but also "Equity" and "Inclusion." We will continue to explore and implement various initiatives that address these key issues.

Purpose of Initiatives	Examples of Initiative Outlines
Promotion of Diverse Working Styles	<p><b>Implementation of Flextime, Telework, and No Overtime Days</b> We are driving forward initiatives to enhance both work and personal life, and to provide workplaces enable to accommodate various life stages of employees</p>
	<p><b>Establishment of Systems to Support Various Life Events</b> We are implementing initiatives to enhance both work-related and personal life events. In addition to the legally mandated childcare and caregiving leave systems, we have added our group-specific benefits and polices. These include:</p> <ul style="list-style-type: none"> <li>● Childcare leave system</li> <li>● Special childcare leave system</li> <li>● Special leave for the spouse's childbirth</li> <li>● Reemployment system for employees who resigned due to childbirth, childcare, or spouse's relocation for work</li> <li>● Caregiving leave system</li> <li>● Support system for employees selected as bone marrow bank donors</li> <li>● Gynaecological leave system</li> </ul>
Promotion of Global Human Resources	<p><b>Support for In-House Communication Beyond "Japanese"</b> 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><b>Respect for Diverse Religions and Customs</b> We acknowledge and respect the religious practices and worship associated with a diversity of cultural backgrounds and religious traditions of our employees.</p>
Promotion of Challenged Employees' Activities	<p><b>Conversion of Special Subsidiary to a Subsidiary and Stable Business Operations</b> Aichi-Tamano Information Systems Co., Ltd. was established in 1987 to promote the employment of people with severe disabilities. It was recently converted from a subsidiary of Tamano Consultants Co., Ltd. (Current Nippon Koei Urban Space) to a ID&amp;E Holdings subsidiary and is certified as a "special subsidiary". A special subsidiary composed of engineers, including IT technicians with disabilities, is rare in Japan and is an initiative unique to our group, which upholds "technology" as its management philosophy. Additionally, by setting target order amounts from Japan-based main group companies and paying subsidies within the Group, we have established an operational system that allows employees of Aichi-Tamano Information Systems Co., Ltd to carry out their duties with peace of mind.</p>
	<p><b>Workplace Environment Improvement for Employees with Disabilities</b> In departments where hearing-impaired employees are present, we conduct in-house sessions to foster teamwork, where hearing individuals capable of sign language and hearing-impaired employees work together on the same tasks, ensuring mutual consideration among all employees.</p>
	<p><b>Support for Technical Skill Development for Employees with Disabilities</b> We encourage participation in the "National Abilympics," organised by the Japan Organization for Employment of the Elderly, Persons with Disabilities, and Job Seekers, providing a platform for showcasing their skills and finding motivation in their work. Many participants have consistently achieved high ranks, and participated employees earned the right to compete in the 2027 international competition.</p>



## 4.2 Human Capital

### Highlighted Initiative No.1: Male Parental Leave Utilisation Rate

In FY2024/06, our Group achieved a male parental leave utilisation rate of 61.3%, which is significantly higher compared to other companies in Japan. From two years ago, the department has actively communicated with male employees eligible for parental leave, as well as their supervisors, encouraging them to take leave. As a result, we have noticed a gradual shift within the Group companies towards a culture where it is increasingly seen as natural for men to take parental leave. Our Group is committed to fostering an environment where both men and women can successfully balance work and parenting.



Male Employees on Parental Leave

#### ■ Average Number of Days of Male Parental Leave Acquired:

Company Name	Total Leave days taken	Total Employees Taking Leave	Average Leave Days Taken
Nippon Koei	2,026	28	72.4
Nippon Koei Urban Space	853	12	71.1
Nippon Koei Energy Solutions	164	4	41.0
Nippon Koei Business Partners	766	8	95.8

For male parental leave that falls within the period from July 1, 2023, to June 30, 2024, the average number of days taken is calculated by dividing the total number of days taken (including those taken before June 30, 2023) by the total number of individuals who took the leave.

### Highlighted Initiative No.2: Office Postal Collection and Delivery Management Team, Business Support Department, Nippon Koei Business Partners

The team responsible for managing all postal deliveries at the Nippon Koei building (headquarters) is primarily composed of nine hearing-impaired individuals. This team strives to create a work environment where each team member can feel a strong sense of purpose, accommodating individual differences in hearing, language proficiency, work experience, and personal circumstances. In addition to handling the delivery room operations, the team also assists with routine tasks such as registering human resources data, filing purchasing and travel documents, and supporting various departments. To foster effective communication and build trust among colleagues, the team is led by a departmental manager with a qualification as a vocational life consultant for persons with disabilities, alongside a dedicated team manager and sign language interpreters. Each team member is also provided with a company mobile phone, and the team regularly holds meetings, sign language study sessions, and social gatherings for the entire department.

Furthermore, the team now accommodate workplace visits from external disability employment support agencies. Going forward, the ID&E Group plan to strengthen collaboration with external partners to continue promoting initiatives towards a more inclusive society.



Wearing matching uniforms, they aim to increase awareness within the company and foster a sense of team unity.

## 4.2 Human Capital

### Human Resources Development

The ID&E Group positions human resources as one of its most critical resources and recognises it as the source of value creation. Accordingly, the Group has established a "Human Resources Development Policy" and an "Action Guidelines for Human Resource Development." By ensuring that each individual fulfils their role with exceptional expertise and strong ethical standards, the Group aims to achieve sustainable growth.

#### ID&E Holdings Human Resource Development Policy

The ID&E Holdings Group (ID&E Group) has established this Human Resource Development Policy based on the recognition that human resources are our greatest management asset and the source of enterprise value creation. We will promote talent development with the following in mind, so that each employee is fully aware of his or her role as a human resource with outstanding expertise and high ethical standards and can work with a sense of growth and fulfilment.

- 1. Human resource development that encourages co-creation of business and is closely aligned with management strategy**  
We will promote participatory human resource development by encouraging business co-creation and providing an education and training platform that is closely linked to our management strategy in order to contribute to solving social issues that are becoming more complex and diverse with the times and to create sustainable corporate value for the ID&E Group.
- 2. Fair and appropriate evaluations and feedback to encourage growth**  
We will develop human resources by accurately grasping the abilities of

each employee, conducting fair and appropriate evaluations in order to assign the right person to the right job, providing feedback to encourage growth, and realising appropriate compensation.

**3. Expansion of human resource exchange programmes**  
We will expand human resource exchange programmes not only within the Group but also with other companies, universities, research institutions, and government agencies beyond the Group's framework in order to further enhance the value of the ID&E Group's human resources as a whole, aiming to become a world-class consulting and engineering firm.

**4. Emphasis on diversity**  
We will develop educational opportunities and programmes that promote the success of diverse human resources coupled with the ID&E Group's Diversity, Equity, and Inclusion Policy.

#### ID&E Holdings Action Guidelines for Human Resource Development

Based on the Group's Human Resource Development Policy, the ID&E Holding Group (ID&E Group) will address the following matters.

- 1. The Ideal Human Resource Image Sought by the ID&E Group Through Training**  
(1) Human resources with brilliant expertise and high ethical standards  
"Human resources with outstanding expertise and high ethical standards" set forth in the Human Resources Development Policy refers to human resources who are able to build long-term trusting relationships with all stakeholders, including customers, by working hard on self-improvement with the aim of levelling up abilities in these specialised fields, directly facing work with a public spirit and a high

awareness of work professionalism, and steadily producing results.

(2) Human resource image closely linked to our corporate management strategy  
We will develop employees with global perspectives and enhanced DX and management skills in line with our corporate management strategies. Employees with global perspective can contribute to global society by demonstrating their expertise while respecting local culture and sense of values in order to continuously improve corporate value. Employees with DX skills are able to support business innovation, growth and development by making full use of digital technologies. Employees with management skills refer to ① those who are capable of conducting organizational management of ID&E and its main companies, and ② those who are capable of conducting corporate management, including the growth strategies of Group Companies.

#### 2. Providing Training Opportunities to Support Human Resource Development

- (1) Building an Education and Training Platform**  
We will build an education and training platform that enables all employees to autonomously polish and develop their skills and expertise. We will encourage individual autonomous learning by providing training programmes that meet learning needs.
- (2) Implementation of Training for Organisation Strengthening**  
We will strengthen organisational functions by sharing the direction the organisation is heading and fostering a sense of unity through periodic training for observance of the management philosophy, code of conduct, and compliance, as well as for learning the roles and skills required at each level of the organisation.
- (3) Providing Opportunities for Supporting the Autonomous Growth of Individuals**  
We will implement career training programmes to support employees' autonomous career development and skill development programmes to develop individual skills. To promote opportunities for employees to play



## 4.2 Human Capital

an active role both inside and outside the company, we will establish an incentive system for acquiring qualifications and for submitting papers and lectures.

### 3. Visualisation of Role Models and Assessment Implementation for Encouraging the Growth of Each Individual

We will promote the visualisation of employees' abilities through the building of a talent management system, etc., to make it easier for staff to learn from the skills and experience of role models employees. In addition, we will strive for fair and impartial assessments and treatment so that every single employee, regardless of their nationality, gender, age, employment status, etc., is enabled to accurately understand the progress of their own growth and are encourage to grow further.

### 4. Strengthening Collaboration with Stakeholders through Proactive External Activities

The ID&E Group will strive to develop human resources through external activities such as academic and all association activities, lectures, study abroad, and CSR activities, etc., as it is necessary to carry out business while building various relationships with diverse stakeholders. We will expand human networks and range of knowledge and culture that can't be acquired just from carrying out business, will also engage in external collaborations that can be a source of open innovation, and strive to co-create beneficial knowledge for the realisation of a sustainable society.

### 5. Information Disclosure Concerning the Status of Human Resource Development Efforts

We will disclose information, including performance data, etc., on our efforts to develop human resources, which is our Group's greatest management resource, while considering the relevant laws and regulations, social norms, and working environments of each country. In addition, we will set targets and metrics, continuously check the status of our efforts, and regularly review them.

## ID&E Global Academy

The ID&E Global Academy was established in FY2024/O6 as a learning ecosystem designed to foster the growth of all employees within the ID&E Group and cultivate future global leaders who embody the ID&E brand. The Academy is open to all ID&E Group employees and is structured around three core functions: "Knowing Oneself," "Learning Together," and "Connecting with the World."

The functions of the Academy are as follows:

1. "Knowing Oneself": Realising data-driven human resources management through a talent management system.
2. "Learning Together": Enhancing employees' skills and capabilities through training and educational programmes.
3. "Connecting with the World": Building a knowledge network through co-creation with stakeholders.

By establishing these functions as the foundation for human resources development, the Academy creates an environment where employees can access collective knowledge across the ID&E Group, learn autonomously, and share their own learning and experiences. This enables all employees to grow together beyond the boundaries of individual Group companies.

Although the ID&E Global Academy was just launched in June 2024, plans are in place to gradually expand its services and offerings through to 2030.

## ID&E Global Academy

<https://www.id-and-e-hd.co.jp/academy/>



What Can Be Achieved Through the Global Academy

## 4.2 Human Capital

### Education and Training

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 four key talent development programmes:

#### 1. Mandatory/Optional 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. Career Development Support Programmes

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

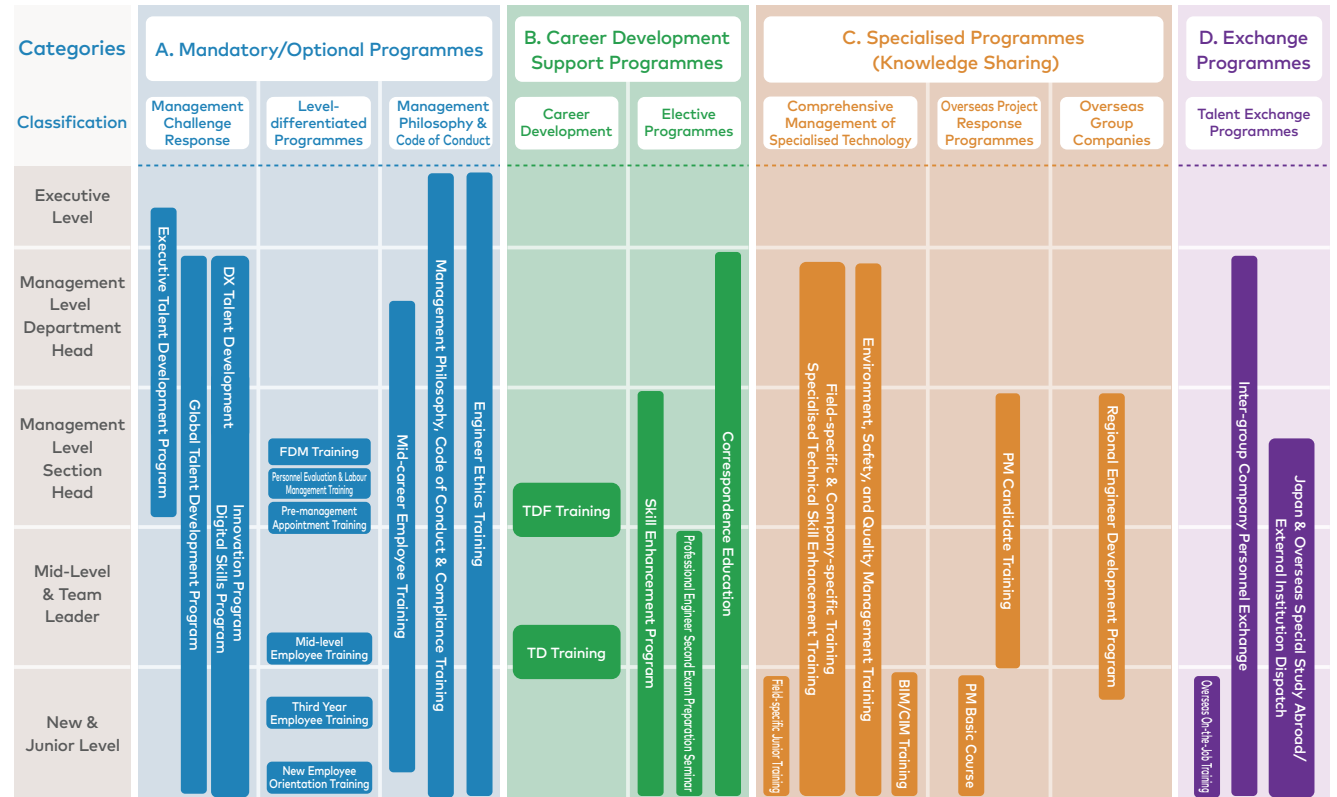
#### 3. Specialised Programmes

These programmes are designed to enhance 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 (International Professional Development) framework. These include programmes focused on specialised technology, integrated management skills, overseas project management, and programmes tailored for overseas Group companies.

#### 4. Exchange Programmes

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).



## 4.2 Human Capital

### Talent Management

#### Visualisation and Utilisation of Human Resource Information

Through the Talent Management System, which is one of the key components of the ID&E Global Academy, each employee is empowered to compare their current status with their future aspirations and map out their career vision. By recommending relevant content aligned with career goals and tracking learning history, the system encourages proactive and self-directed learning.

The system centralises human resources data, allowing for a visual representation of employees' skills, experiences, and positions, thereby supporting the continuous development and effective utilisation of talent. It also assists in project assignments and optimal personnel placement.

The Talent Management System is being developed as a shared platform for the entire ID&E Group, with plans to customise it to meet the specific needs of each Group company. Aiming for completion by June 2027, the system will be progressively enhanced to provide visibility into human resources and organisational structures, conduct analysis and trend identification, and support strategic decision-making.

#### Fair Evaluation of Human Resources

In parallel with various career development programmes, the ID&E Group has introduced a "management by objectives system." In principle, regular meetings with supervisors every six months are held to provide opportunities for feedback on one's career aspirations.

In addition, each department creates a 'Career Path Planning' that outlines the specialised technical skills required for employees and the employees input their goals and achievements into this sheet once a year. In response, employees receive evaluations and advice on growth challenges that are objective and satisfactory. Furthermore, through the annual 'Career Questionnaire' conducted for employees of ID&E and its main Group companies in Japan, the personnel placement considers each individual's career vision and aptitudes.

## 4.2 Human Capital

### Wellbeing

The ID&E Group is committed to fostering a work environment where each employee feels fulfilled in their role while 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 well-being. While we have implemented various initiatives in the past, we remain dedicated to actively advancing our well-being 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 policies and action guidelines. These are designed to ensure that employees can continue to work energetically while fully utilising their abilities.

#### ID&E Holdings Internal Environmental Improvement and Occupational Health and Safety Policy

The ID&E Holdings Group (ID&E Group) recognises that the development of a comfortable working environment is an important issue for the

enhancement of our sustainable corporate value, and has established this Internal Environmental Improvement and Occupational Health and Safety Policy to address the following issues.

1. **Improve the well-being of all ID&E Group employees**  
Under the ID&E Group Health Declaration, we will strive to maintain and promote the physical and mental health of ID&E Group officers and employees and their families, create a healthy workplace environment, and improve the well-being of all those who work for us.

#### 2. Consideration for stakeholders in the value chain

We will comply with laws, regulations, and internal rules, and give consideration to the health and safety of stakeholders in the ID&E Group's value chain.

#### 3. Realisation of a virtuous cycle of work style reforms and productivity improvements

We aim to manage in such a way that officers and employees feel a sense of job satisfaction and happiness by realising a virtuous cycle of work style reforms and productivity improvements in order to achieve a healthy, safe, and comfortable work environment.

Work (Style) Transformation

Work (Place) Transformation

Digital Transformation

Health and Productivity Management

### Work Life Balance

- Enhancing Corporate Competitiveness and Fulfilling Social Responsibilities
- Achieving Work-Life Balance for Employees

## Wellbeing

Towards a State of Physical, Mental, and Social Wellbeing for Employees

## 4.2 Human Capital

### 4. Promoting the ID&E Group's health management initiatives throughout the world

We will contribute to the realisation of a sustainable society by promoting the ID&E Group's health management initiatives throughout the world.

### ID&E Holdings Action Guidelines for Internal Environmental Improvement and Occupational Health and Safety

The ID&E Holdings Group (ID&E Group) will work on the following issues in accordance with the Internal Environmental Improvement and Occupational Health and Safety Policy.

#### 1. Promote the physical and mental health of officers, employees, and their families

Looking at the ID&E Group as a whole, we will promote health management in order to promote the physical and mental health of our officers, employees, and their families. Specifically, we will focus on disease prevention and the prevention of serious illness with health checkups as the main focus, and create a system to detect various physical and mental health risks at an early stage and promptly treat and improve them. In addition, we will strive to promote health management further and improve its quality by improving health-related measures through follow-ups after health checkups and analysis of health checkup data.

#### 2. Consideration for the health and safety of stakeholders in the value chain

While complying with laws related to occupational health and safety and internal rules, we will give consideration to the health and safety of workers in all aspects of our corporate activities and promote our health management initiatives throughout the value chain. We will establish an

occupational health and safety management system aiming to prevent occupational accidents, injuries, and illnesses, and eliminate work-related accidents.

#### 3. Work-life balance and work-life synergy

We will promote work style reforms that allow each employee to choose and realise a variety of lifestyles while working with a sense of fulfilment and satisfaction. We will improve the quality of labour by pursuing further efficiency and proper allocation of work in order to eliminate overwork. We will also aim to realise a work-life balance that emphasises harmony between work and life and to realise a workplace environment that creates work-life synergy in which work and life mutually enhance each other's quality.

#### 4. Improve and expand workplace environment infrastructure

We will pursue productivity improvements with an emphasis on improving the quality of experience at work, and provide workplaces tailored to the nature of the work. We will accelerate in-house DX and promote the expansion of workplace environment infrastructure to improve operational efficiency.

#### 5. Foster awareness of health maintenance and promotion and health and safety management

We will foster health awareness by providing online health seminars, hygiene education, and physical and mental health care training through management training, etc. We will also foster safety awareness among officers and employees by checking and monitoring the state of implementation of safety measures and by implementing a PDCA cycle to eradicate occupational accidents.

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



## 4.2 Human Capital

■ Table: Work-Life Balance Initiatives

	Systems and Mechanisms				Investments and Tools				Others			
1 Improving Conditions for Non-regular Employees	System for Diverse Employment Types		Regular Employee Appointment System for Non-regular Employees									
2 Enhancing Wages and Labour Productivity	Performance-based Bonus System				Implementation of Regular Salary Increases		Base Salary Increases					
3 Addressing Long Working Hours	Implementation of Overwork Elimination Focus Months (January to March)		Working Hours Monitoring and Verification	Implementation of No Overtime Days	Email Alerts Regarding Working Hours		Automated Fixed-line Phone Responses		Timer-based Light Shutdown on No Overtime Days			
	Strict Enforcement of Substitute Leave		Encouragement for Continuous 10-day Summer Leave	Designation of Paid Leave Promotion Days and Encouragement of Paid Leave Usage	Principle Ban on Sunday Work		Survey, Evaluation, and Introduction of Tools to Improve Operational Efficiency					
	Principle Ban on Late-night Overtime	Enforcement of No Meetings After Regular Hours	Encouragement of Standing Meetings	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)									
4 Establishing a Flexible Working Environment	Satellite Office Work	Work from Home	Flex-time System		Location-specific Employment System		Establishment of Concentrated Work Rooms and Areas	Use of Online Meeting Tools	Remote Access Services			
	Course-based HR System (Clarification of Job Roles across 4 Courses)		Encouragement of Early Morning Work		Provision of Personal Smartphones				Provision of IT Equipment for Teleworking			
5 Supporting the Balance of Work with Medical Treatment, Childcare, and Elder Care	Special Childcare Leave System (up to 10 days for children under 18 months)		Utilisation of Stress Check Results		Childcare Leave System (up to 18 months for children under 3)			Support Seminar for Balancing Work with Childcare and Caregiving		Mental Health-related Seminars (conducted as part of targeted training programs)		
	Caregiver Leave System (up to 365 days)		Paid Caregiver Leave System (up to 5 paid days per year)	Shortened Working Hours System for Childcare (available until end of primary school)			Establishment of In-house Childcare Facility (an Industry first)					
	Childcare Leave System (up to 5 paid days per year)		Special Leave for Wife's Childbirth (up to 3 paid days)	Re-employment System for Those Who Resigned for Childcare or Other Reasons								
6 Accepting Foreign Human Capital	Use of English for Meetings and Internal Documents								Hiring of Foreign Employees for New Graduate and Mid-career Positions			
7 Creating an Environment for Women to Thrive	Implementation of the Action Plan for Promoting Women's Participation		Women's Empowerment Seminar (held annually)									
8 Strengthening Human Resources Development and Education	Education Support System for Self-development (up to 30,000 yen per year)	Incentive System for Academic Publications and Presentations (5,000-100,000 yen per award)	Special Assignment and Self-funded Study Abroad System	MSP System (Talent Exchange System to Different Departments for a Specified Period)		Organisational Management Training for Section Managers		Conducting Various Technical Training and Seminars				
	Goal Management and Evaluation Systems	Mentorship System for Junior Employees	Overseas On-the-Job Training System	Secondment System to External Organisations		Implementation of Company-wide E-Learning		Conducting Labour Management Training				
9 Promoting Employment Opportunities for Elderly People	Limited-term Employee System for Contract Workers								Promotion of Senior Engineer Recruitment			
10 Other	Establishment of Document Management Guidelines and Reduction of Documentation	Improvement of Meeting Efficiency and Review of Meeting Formats	Utilisation of Career Surveys	Paperless Operations		Digitalisation of Various Administrative Procedures	Elderly Care Support Services (C-Care)	Installation of Collaboration Areas	Free Address Seating (ABW: Activity Based Working)	Implementation of Open Days	Display of Work-Life Balance Posters	Promotion of Recruitment for Technical Employees
	Recognition for Work-life Balance Promotion Activities	Promotion of Employee Health				Utilisation of Knowledge Management Systems		Website Improvement			Recruitment and Job Development for People with Disabilities	Social Contribution Activities (e.g. Office Neighbourhood Clean-up Activities)

## 4.2 Human Capital

### Health Management Strategy

In order for our human resources, the foundation of our Group, to fully demonstrate their abilities, we have established a Group Health Declaration. We are committed to health 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 staff 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 well-being of the Group and contribute to the development of a sustainable society through our business.

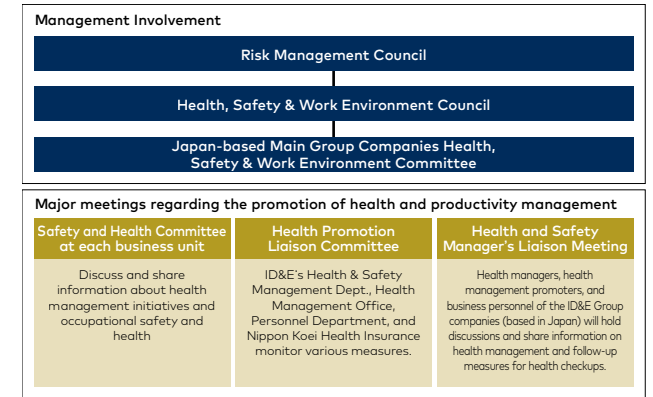
Hiroaki Shinya  
Director and Representative Executive President  
Integrated Design & Engineering Holdings Co., Ltd.

We have established the Health, Safety and Work Environment Council (chaired by the Executive Officer in charge of health management) under the Risk Management Council, which is chaired by the Representative Executive 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 health management, and have set up the ID&E Group Health Management Office under it. In addition, to promote health management various meetings are held across the Group.

[Please check ID&E Holdings official website for details.](https://www.id-and-e-hd.co.jp/english/sustainability/social/health-management/)  
<https://www.id-and-e-hd.co.jp/english/sustainability/social/health-management/>



As a Group that manages “health investments,” our Group visualises both the costs associated with health-related activities and the outcomes derived from those activities. By making the costs and returns of health management visible, we aim to foster understanding and awareness among internal and external stakeholders, ensuring the efficient and effective management of health initiatives.

The elements for monitoring “health investments” are comprised of the following five components: i) Health Investment, ii) Health Investment Effect, iii) Health Resources, iv) Corporate Value, and v) Social Value. These five elements are centrally managed through our Group’s “Health Management Strategy (Strategy Map),” which demonstrates the connection between these components and our Group’s business challenges and desired goals.

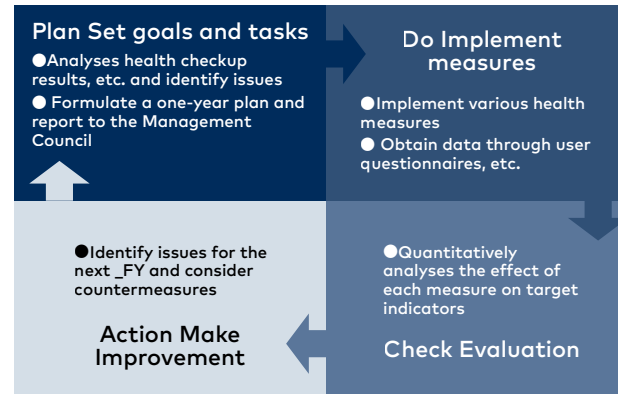
## 4.2 Human Capital

### ■ Health Management Strategy (Strategy Map) / KPI

① Health Investment	Initiatives aimed at maintaining and promoting the health of employees and others.
② Effectiveness of Health Investments	The results of health investments, including improvements in employee engagement, lifestyle habits, health conditions, and organisational vitality.
③ Health Resources	Resources, both financial and non-financial, that are developed through health investments and their effectiveness, contributing to the maintenance and promotion of internal corporate health.
④ Corporate Value	<ul style="list-style-type: none"> <li>• Providing an environment where employees are physically and mentally healthy, respect diversity, and can fully utilise their abilities.</li> <li>• Achieving Wellbeing and Work-Life Balance.</li> </ul>
⑤ Social Value	<ul style="list-style-type: none"> <li>• Contributing to the development of a sustainable society through business activities.</li> </ul>

### Health Management Programme



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



## 4.2 Human Capital

### Initiatives and Measures Supporting Employee Health and Safety

#### (1) Examples of Measures and Initiatives

No.	Initiative Examples
1	<p><b>Employee Health Management Support</b> We prioritise "preventive measures against serious illnesses" with a target health checkup rate of 100% (including all employees, contract workers, and part-time employees required to join social insurance). Annual health checkups are comprehensive, offering gynaecological exams and allowing all employees aged 35 to 75 to undergo a full medical checkup. Employees with notable findings receive follow-up checkups and high-risk individuals have interviews with occupational physicians arranged by the ID&amp;E Group Health Management Office, implementing wide-ranging preventative measures.</p>
2	<p><b>Technology Transfer Abroad</b> Our Group company, Koei Research &amp; Consulting Inc., (KRC) conducted the "Non-Communicable Disease (NCD) Control Project Phase 2 in Fiji" (commissioned by JICA). As part of this, KRC hosted a training program in Japan for 10 officials from Fiji's administrative agencies (e.g., healthcare centre staff). With nearly half the population in Fiji being obese and NCDs increasing, our Group's efforts in promoting health management and health checkups were highly valued. The training included tours of our health management facilities and role-playing health guidance to enhance health literacy, aimed at establishing a foundation for NCD prevention.</p> 
3	<p><b>Regular Implementation of In-House Walking Event "Minna de Arukatsu" :</b> As a tangible health promotion initiative, we regularly implement the "Minna de Arukatsu" walking event, encouraging daily walking as a part of life. Voluntary teams across departments in Japan track their daily steps and compete based on total steps. This event also offers spin-off activities for employees to take walks together, fostering communication opportunities.</p> 
4	<p><b>Implementation of Health Policy Seminars and Training:</b> In conjunction with "ID&amp;E Global Academy," various health-related training programs are planned and implemented. Seminar and training themes range widely, covering topics such as diet, mental health, and breast cancer. Detailed information about specific seminars and training sessions can be found at the following URL: <a href="https://www.id-and-e-hd.co.jp/english/sustainability/social/health-management/">https://www.id-and-e-hd.co.jp/english/sustainability/social/health-management/</a></p>

### Recruitment and Retention

To secure human resources with valuable technical expertise, the ID&E Group will continuously strengthen recruitment and retention efforts (maintaining existing employees). 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.

## 4.3 Advanced Technology Development and Innovation

### Approach/Policy

Since its founding, the ID&E Group has been committed to contributing to the development of a sustainable society, engaging in numerous projects and activities aimed at improving and creating both the "natural environment" and the "social environment." Recognising the importance of addressing sustainability challenges through technological development and innovation, we have established the "ID&E Holdings Sustainability-related Innovation Policy."

#### ID&E Holdings Sustainability-related Innovation Policy

The ID&E Holdings Group (ID&E Group) recognises that innovation is indispensable for the realisation of a sustainable society and has set a Sustainability-related Innovation Policy.

##### 1. Solving Sustainability-Related Issues through Innovation (Innovative Value Creation)

We recognise that efforts toward sustainability represent an opportunity for profit-creating innovation, rather than simply increased costs and through this efforts can connect to economic growth. As such, the Group will make efforts to create a foundation for promoting innovation related to sustainability issues.

##### 2. Promoting Innovation Through the Ideas from Diverse Human Resources and Co-creation Activities

We recognise that it is indispensable to have a keen sensitivity to ascertain the true nature of issues and to have a free point of view and ideas that are not bound by preconceived notions, in order to promote sustainability-related innovation. The ID&E Group will provide

opportunities for our diverse workforce human resources to take on the challenge of innovative value creation through co-creation, not only among ID&E Group Companies but also with external resources.

##### 3. Anticipating Social Issues

The ID&E Group, while deepening collaboration and co-creation with all stakeholders, will strive to quickly uncover social issues that are becoming more complex and advanced than ever before and propose and provide innovative services and products through the creation of new ideas and technologies as a "future issue-solving company".

### Initiatives and Achievements

#### (1) Efforts in AI and Digital Transformation (DX)

##### Development of an Operation and Maintenance Support System for Hydropower Plants

Nippon Koei Energy Solutions is actively developing an operation and maintenance support system for hydropower plants. The system leverages IoT (Internet of Things) technology and Artificial Intelligence (AI) to enhance the efficiency of operational and maintenance tasks. Key features include camera-based meter reading, cloud operation of SCADA systems (Supervisory Control and Data Acquisition for centralised control of distributed devices), and testing of OpenVPN communications. Furthermore, the company is advancing an AI-based anomaly prediction and diagnosis system, incorporating graphical display and comparison features. These developments not only meet customer needs but also streamline the company's maintenance operations. Moving forward, Nippon Koei Energy Solutions will continue exploring new functionalities in response to customer demands, with the aim of expanding market share in the hydropower sector.



### 4.3 Advanced Technology Development and Innovation

#### Management System "Manesus"

To address the growing need for efficient maintenance of aging public infrastructure, Nippon Koei has developed "Manesus," a cloud-based management system. This system allows for the centralised management of the entire process, from receiving requests from residents regarding road infrastructure maintenance to the completion of repairs, enabling real-time information sharing among stakeholders. This reduces the time required for on-site inspections and report preparation, significantly lowering workloads. By utilising accumulated data, the system also facilitates working process innovations.

"Manesus" can be operated in any environment with an internet connection, without the need for specialised hardware or software, allowing for remote operations. It has already been implemented in various locations, including Fuchu City in Tokyo, Ibaraki Prefecture, and Saitama City, earning high praise for improving work efficiency and reducing workloads. Future plans include expanding its application to parks, rivers, and other fields beyond road maintenance.

あいちやば (スマホ版)  
まもの宝楽管理システム

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- On-site status reporting via smartphone
- List of resident requests  
Progress tracking enabled
- Automated report generation  
Information sharing between administrators and contractors
- Location information  
Search results a

01 Centralisation  
02 Productivity Improvement  
03 Time efficiency  
Visualisation

Maintenance Management System UI (Example)

## 4.3 Advanced Technology Development and Innovation

### (2) Other Advanced Technologies

#### Initiatives in Air Mobility and Spaceport Development

Nippon Koei is actively involved in setting standards and creating conceptual designs for vertiports (take off and landing sites) for next-generation air mobility, commonly known as "flying cars." These vehicles are expected to be used for urban transport, remote island or mountainous area accessibility, and emergency medical transport during disasters. Nippon Koei is participating in Osaka Prefecture's "Osaka Roundtable for the Social Implementation of the Air Mobility Revolution," aiming for the operation of flying cars at the 2025 Osaka Expo. Additionally, the company serves as the secretariat for developing environmental assessment policies for vertiport installation, focusing on the definition of requirements for take off and landing sites and air traffic control systems.

Nippon Koei is also contributing to regional revitalisation centred around a spaceport in Taiki Town, Hokkaido. Since the initial planning phase, Nippon Koei has been involved in the spaceport development project, providing project management, environmental, geological, and survey research, as well as facility design. By advancing smart infrastructure, the company is promoting the creation of an inclusive society where everyone can interact freely.



Vertiport Image



Hokkaido Space Port Image

#### Autonomous Bus Trial

Nippon Koei conducted a trial of autonomous EV buses on a low-emission bus route within Nikko National Park. This trial, conducted in partnership with Tobu Railway Co., aimed to address the shortage of bus drivers while promoting eco-friendly technology. In addition, Nippon Koei held its first public road test of an autonomous EV bus in Saga Prefecture, using the "NAVYA ARMA" bus on a route between Ureshino Onsen Station and Ureshino Onsen Bus Centre. The goal of these trials is to enhance local mobility services and evaluate the public's acceptance of autonomous transport.



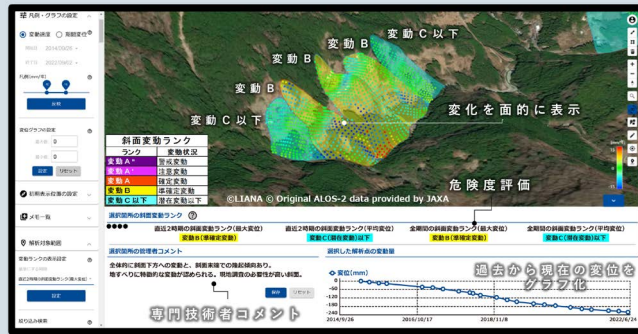
Autonomous EV bus experiment

## 4.3 Advanced Technology Development and Innovation

### (3) Innovation Success Stories

Disaster Information Service 'LIANA' using Satellite Remote Sensing Technology  
Nippon Koei, in collaboration with SKY Perfect JSAT Corporation and ZENRIN Co., Ltd., is developing the "LIANA" satellite disaster information service, which utilises satellite remote sensing technology. In recent years, widespread and simultaneous heavy rain disasters, as well as the ageing of infrastructure developed during the period of rapid economic growth, have become significant social issues. Additionally, the costs associated with countermeasures and the shortage of manpower are serious concerns. In response to these challenges, by using this service during normal times, it is possible to conduct extensive and low-cost monitoring simultaneously, supporting users' decision-making for preventive maintenance. This helps to reduce anxiety about disasters and contributes to the creation of safer communities.

Nippon Koei has taken a stake in QPS Institute to provide data using the latest small SAR (Synthetic Aperture Radar) satellite technology. This enables high-precision observation even at night or in bad weather, improving the accuracy and efficiency of disaster response.



@LIANA © Original ALOS-2 date provided by JAXA

### Development of a Height Measurement Application for Nutritional Improvement in Developing Countries

Koei Research & Consulting Inc. (KRC) in collaboration with Nippon Koei Central Research Institute and ARK System Co., Ltd., is developing a height measurement application (app) to support nutritional improvement initiatives in developing countries. The app allows for simple and accurate height measurements of children using a smartphone, offering higher accuracy and lower operational burden than conventional methods. Since height is a critical indicator of a child's nutritional status, the introduction of this app is expected to significantly improve measurement accuracy in rural areas of developing countries. This project, which focuses on innovation and problem-solving from the field, won the top prize at the 2022 JICA Innovation Quest. The app continues to be refined, with plans for wider adoption in more regions in the future.



Scene from a Height Measurement programme

## 4.4 Quality Management

### Approach/Policy

The ID&E Group takes pride in being a collective of professionals, committed to ensuring quality under the guiding principle of delivering high-quality, safe, and reliable technical services and products that earn the trust and satisfaction of our customers. To become an entity trusted by all stakeholders, we have established a Quality Control Policy. This policy guides us in properly executing our operations to meet the required standards of quality and to enhance customer satisfaction.

#### ID&E Holdings Quality Control Policy

The ID&E Holdings Group (ID&E Group) recognises the importance of quality control in sustainability management and has established this Quality Control Policy.

##### 1. Understanding and meeting needs for sustainability-oriented quality control

We will constantly monitor social needs and the latest developments in international discussions regarding sustainability management and quality control, and will strive to improve the technical capabilities and management systems necessary to meet these needs and stay abreast of these developments.

##### 2. Dialogue with stakeholders on quality policy

We will constantly pursue the provision of technical services and products that take sustainability into consideration, and will continue to engage in dialogue with stakeholders, including customers, regarding the state of our Quality Control Policy at all stages of our business activities.

### 3. Provision of quality value that contributes to the realisation of a sustainable society

The ID&E Group seeks to provide quality value that exceeds stakeholder expectations based on sincerity and technology. The entire Group will continue to use innovation to explore creative sustainability.

### Management

Our Group operates a "Quality and Environmental Management System." For details, please refer to section 3.1 on Environmental Management.

### Initiatives and Achievements

#### Group-wide Education

Within our Group, each of main Group companies in Japan promotes participation in external quality-related training sessions and the organisation of internal study groups. Additionally, through the ID&E Global Academy, a range of fundamental and advanced courses led by executive engineers in various business fields, are offered and demonstrating our commitment to improving quality across the Group.

## 4.5 Intellectual Property

### Approach/Policy

The ID&E Group recognises the protection and utilisation of intellectual property, which supports innovation, as a vital aspect of its mission to “act with integrity & contribute to society through technology and engineering,” a core element of the Group's management philosophy. Within the "ID&E Group Code of Conduct," which outlines the responsibilities, policies, and behavioural standards for officers and employees, the Group has set clear guidelines regarding the protection and use of intellectual property, while also ensuring non-infringement of third-party intellectual property rights.

#### Code of Conduct

Protection and Use of Intellectual Property  
Knowledge and innovation are key drivers of growth and prosperity. ID&E respects that intellectual property is used to contribute to the sustainable development of society, while ID&E works to protect and manage those rights.

#### Code of behaviour

- (1) We actively utilise the company's intellectual property, including know-how and new technologies, to benefit society.
- (2) We appropriately protect and manage intellectual property rights, such as patents, copyrights, and trademarks, that we hold as development results, and we do not infringe on the intellectual property rights of others through unauthorised use of software.

### Structure/Management

The ID&E Group has established dedicated intellectual property offices within its main group companies to advance the protection and utilisation of intellectual property. These offices are responsible for obtaining and managing intellectual property rights, licensing to third parties, and taking necessary actions to prevent infringement of intellectual property rights. The overall coordination and management of intellectual property acquisition and administration across the Group is overseen by the Legal & Compliance Department of Nippon Koei Business Partners.

#### Establishment of the Invention Review Committee

To promote inventions made by Group employees and to manage the recognition of employee inventions, the filing and continuation of patent applications, and the assessment of rewards, the Group has established Invention Review Committees within its main group companies. These committees are composed of a chairperson, committee members, and external experts, such as lawyers or patent attorneys. The committees are responsible for reviewing and determining the handling of inventions and ensuring fair and appropriate compensation for inventors within the Group.

### Initiatives and Achievements

#### Employee Education

Within the ID&E Group, we believe that enhancing intellectual property literacy among employees through targeted intellectual property education contributes to the sustainable growth of the company. To this end, various programmes are being implemented. Some of the key initiatives include:

- Patent seminars for employees at Nippon Koei Central Research Institute (basic knowledge of patent rights, employee invention systems, key points for patent applications, etc.)
- Awareness activities using the company intranet (basic knowledge of patent and copyright laws, etc.)
- E-Learning Training Programme

## 4.6 Social Contribution Activities

### Approach/Policy

"act with integrity and contribute to society through technology and engineering." – This belief, held by our founder Yutaka Kubota, guided him through large-scale power development projects before World War II, and later led to the establishment of Nippon Koei for the reconstruction of war-torn countries both in Japan and internationally. The ID&E Group has inherited this spirit and continues to provide a wide range of support initiatives around the world.

### Initiatives and Achievements

#### Kubota Fund

In 1984, Kubota Yutaka established the "Charitable Trust Kubota Fund" using his personal wealth. The fund was created to support the studies and research of technical personnel from developing countries who had come to Japan. Since its inception, the fund has awarded numerous scholarships and grants to trainees and researchers from various countries. Among past recipients, there are individuals who have gone on to become heads of civil engineering departments at institutions like Columbia University in the United States, associate professors at Kyoto University of Advanced Science, as well as technical officials in civil engineering or agriculture in their home countries. Some recipients have also earned their doctorates while working in private sector roles. The scholarship programme, which began with two recipients in

its first year, received 158 applications in 2024 (its 41st year). A total of 12 recipients from nine countries, including Myanmar, Ghana, and Afghanistan, were selected to receive scholarships. Since its inception, the fund has provided financial support to a total of 391 recipients from 50 countries. The ID&E Group continues to offer both operational and financial assistance to ensure that students who benefit from the fund can leverage their research and training in Japan to contribute to the development of industry and the improvement of living standards in their home countries.

#### ■ Number of Fund Recipients

FY2022	FY2023	FY2024
14 recipients from 11 countries	12 recipients from 11 countries	12 recipients from 9 countries

#### Co-Creation Business Platform Project in Bangladesh

Koei Research & Consulting Inc. (KRC) has launched an initiative to support the entry of Japanese companies with technologies that address social challenges in developing countries by creating a platform for co-creation business. As a first step, KRC is gathering data on "development-related social challenges" and "potentially viable technologies" in Bangladesh, building a database, and working on matching challenges with technologies to foster co-creation businesses that contribute to social solutions.

#### Event for Promoting Eco-Friendly Aquaculture

MYANMAR KOEI INTERNATIONAL Ltd. (MKI) held an event to promote an eco-friendly aquaculture programme in collaboration with Mercy Corps at the Myanmar Climate Action Week 2024 organised by UN-HABITAT Myanmar.



Demonstrations by farm owners

#### Launch of "Giving Isn't Seasonal" Campaign

BDP launched the "Giving Isn't Seasonal" campaign, encouraging employees to donate food, hygiene products, and clothing. The collected items were donated to local food banks and charities tackling poverty and homelessness.



Donations Collected



## 4.6 Social Contribution Activities

### Participation in “Canstruction”

BDP Quadrangle has a long history with Canstruction, an international event where architects, engineers, contractors and students compete to design and build giant structures made entirely of non-perishable food items. At the competition’s conclusion, all food used is donated to the Daily Bread Food Bank.



Canstruction's work

### Scholarship Support for Civil Engineering Students

NIPPON KOEI LAC. INC.(NKLAC) in Colombia has engaged in a sponsorship programme managed by the Foundation of the Colombian Infrastructure Chamber (ACRES, in Spanish) through which it is providing a scholarship to civil engineering students to complete their studies in the Universidad Nacional in Medellín.

### Volunteer Opportunity

Ten employees of NKLAC have joined a volunteering opportunity to promote sustainability in the built environment through pro bono collaborations with the Panama Green Building Council, NGO which is part of the World Green Building Council.

### Initiatives in India

In FY2022-23, NIPPON KOEI INIDA PVT. LTD.(NKI) contributed 2% of its average net profit of the last three preceding years (67,14,800 rupees) to a “Rural Development Project” in accordance with the provisions of Indian Companies Act. The implementing agency for this project was an NGO named “Action for Women Helpage and Awareness” (AWHAN), and the activity was carried out in Dhenkanal, Odisha. The project was focused

on several key areas such as environmental protection, development of water storage pond for sustainability of agro-forestry, women's empowerment, the installation of solar streetlights, and the installation of RO water purifiers in 10 government schools to ensure access to clean and safe water. The project was successfully completed, and NKI will continue to pursue similar activities in the future, recognising the importance of corporate social responsibility and its role in fostering sustainable development.



Tree planting

## 4.6 Social Contribution Activities

### Community Cleaning Activities

We collaborate with the local community through neighbourhood clean-up activities around our headquarters office in Tokyo.



### Taimatsu Akashi Fire Festival

The Fukushima Office, Nippon Koei Energy Solutions participates annually in the "Taimatsu Akashi," one of Japan's three major fire festivals, held in Sukagawa City, Fukushima Prefecture.



### Toyohashi City SDGs Promotion Partner System

Koei Research & Consulting Inc. (KRC) is registered as a partner in the "Toyohashi City SDGs Promotion Partnership". By utilising the resources and knowledge held by registered partners, KRC collaborates with Toyohashi City to address regional issues and promote sustainable activities. Specifically, KRC is working on raising awareness of the SDGs through lectures at local schools and forming co-creation businesses through interactions with other registered companies.



### Hie Shrine Sanno Festival

Employees from our Group participate as mikoshi (processional shrine) bearers and provide support, such as water supply, during the "Sanno Festival" held at Hie Shrine, the guardian deity of the area where our headquarters office in Tokyo is located.



### Participation in the Nagoya Uchimizu Grand Operation

Nippon Koei and Nippon Koei Urban Space participated in the "Nagoya Uchimizu Grand Operation 2023," held as part of the Hirokoji Summer Festival.



### Participation in Volunteer Cleanup Before the Nagoya Women's Marathon

Nippon Koei and Nippon Koei Urban Space participated in the volunteer cleanup event along the sidewalk of the Nagoya Women's Marathon course as part of the "Marathon Festival Nagoya Aichi 2024" activities.

