

◆ Human Resources and Working Environment

Working Conditions, Labor Relations

We are also working to improve employment and working conditions, and to facilitate labor-management relations so that employees can demonstrate their abilities and work with pride. In the construction industry, there is a tendency to work longer hours, especially at work sites where projects are constructed. Therefore, we are working to improve productivity and reduce long working hours while engaging in dialog with partner companies. Then we are promoting diversity so that employees can demonstrate their abilities according to their individuality and unique talents, thereby achieving synergistic effects, and we are expanding our systems to promote the active participation of women and seniors, to allow them to choose flexible work styles according to their life stages, and to maintain a work-life balance.

Career Management

We support career development by systematically implementing training and education for the purpose of developing and growing employee skills and passing on construction techniques. We believe that improving the skills of each employee and developing human resources while respecting individuality, such as learning about their aspirations through periodic personnel interviews, will also lead to retention of our human resources. In addition, new employees experience a variety of on-the-job training while living in a new entrant dormitory for one year after joining the company. Through this, people are able to acquire our traditional spirit, professional knowledge and mindset. We also provide training to strengthen management skills for executive positions.

Human rights (child labor and forced labor, human rights of external stakeholders)

In 2018, we established a Human Rights Policy, and we are working to establish a process to prevent human rights violations, reduce adverse impact on human rights, and provide corrections and relief. Specifically, we are building and implementing a human rights due diligence mechanism, including identifying significant human rights issues and assessing their impact. In doing so, we will also consider the impact on external stakeholders (or external partner companies). Measures related to human rights are discussed and approved by the Compliance Committee and then reported to the Corporate Ethics Central Committee, which is chaired by the President. In addition, as stipulated in our Corporate Code of Conduct, we shall not engage in child labor or forced labor. We prohibit the employment of children who are below the minimum age for employment stipulated by law (in principle the minimum age for employment is 15 years old, and 18

years old for any work that may impair health, safety, or morality) in all workplaces, including those of our suppliers. We also prohibit any labor that is forced under threat of punishment and not voluntarily offered by the individual.

Consultation and Reporting Desk (Grievance Mechanism)

We established Compliance Helpline, the Takenaka Group helpline, a harassment consultation desk for our employees, PartnersNet for personnel at external partner companies, and contact points for reporting on compliance and other violations. We also accept reports and consultations on human rights and labor issues at these hotlines. The utmost care is taken to protect people who consult and report through these systems from experiencing any detriment, and we are striving to detect and respond to problems at an early stage and to achieve self-cleaning within the company. These points of contact also accept reports and consultations regarding human rights and labor issues.

Employees [nonconsolidated] (No.)

(Year)		2018	2019	2020	2021	2022
Overall	20s	1521	1622	1680	1658	1609
	30s	1409	1451	1555	1638	1711
	40s	2064	1822	1582	1444	1366
	Over 50s	2731	2935	3204	3296	3266
	Total	7795	7919	8021	8036	8042
Male	Under 20s	1095	1188	1232	1211	1192
	30s	1200	1206	1273	1320	1342
	40s	1760	1565	1361	1249	1198
	Over 50s	2332	2506	2757	2842	2795
	Total	6457	6554	6623	6622	6617
Female	Under 20s	426	434	448	447	417
	30s	209	245	282	318	369
	40s	304	257	221	195	168

Over 50s	399	429	447	454	471
Total	1338	1365	1398	1414	1425

Employees [consolidated] (No.)

(Year)	2018	2019	2020	2021	2022
Overall	13042	13355	13171	13212	13278
Construction Business	11241	11550	11472	11498	11548
Development Business	184	190	170	158	161
Other	1617	1615	1529	1556	1569

Average age (years)

(Year)	2018	2019	2020	2021	2022
Overall	44.0	44.0	44.0	44.1	44.3
Male	43.8	43.9	43.9	43.8	44.2
Female	40.2	40.2	40.0	39.8	40.0

Average length of service (years)

(Year)	2018	2019	2020	2021	2022
Overall	18.6	17.1	19.1	18.5	18.6
Male	19.0	18.9	18.8	18.9	19.0
Female	16.5	16.5	16.2	16.2	16.2

◆ Promoting Diversity

Takenaka Corporation is aiming to realize rewarding work environments where everyone can work with enthusiasm regardless of gender,

nationality, age,

With the goal of improving productivity and increasing job satisfaction and fulfillment while respecting diversity, we will aim for workplaces where flexible work styles can be realized by strengthening our system for promoting work style reform.

(Year)	2018	2019	2020	2021	2022
Female employees (%)	17.2	17.2	17.4	17.6	17.7
Female managers (No.)	121	131	146	155	164
Female managers (%)	3.8	4.1	4.5	4.8	5.1
Female general managers or above (%)	0	0	0.003	0.004	0.01
Female executives (%)	1.5	1.5	1.7	1.5	1.5
Female engineers (No.)	217	430	482	521	549
Female engineers (%)		31.5%	34.5%	36.8%	38.5%

(Year)	2018	2019	2020	2021	2022
Reemployed employees (No.)	567	608	634	656	693
Reemployed employees (%)	91%	85%	87%	79%	83%

(Year)	2018	2019	2020	2021	2022
Employees with disabilities (%)	2.18	2.17	2.24	2.32	2.34

	(Year)	2018	2019	2020	2021	2022
Paid holidays taken (%)				51.6	55.6	58.6
Paid holidays taken (average number of days)					10.9	11.5
Employees taking leave for volunteer activities					7	0

Total annual working hours					2225	2171
Average monthly overtime hours		29.8	27.8	29.4	31.7	28.7
Employees taking childcare leave (%)	Male		5.3	6.8	7.7	24.1
	Female	100	100	100	100	100
Employees taking childcare leave (No.)	Overall	46	53	30	69	173
	Male	11	13	15	23	63
	Female	35	40	15	46	110
Employees taking Hello Papa leave (No.)					86	87
Employees working flexible hours for childcare (No.)	Overall				145	169
	Male				88	106
	Female				57	63
Employees working shortened hours for childcare (No.)	Overall				67	142
	Male				5	4
	Female				62	138
Employees taking nursing care leave (No.)					128	128
Employees working flextime for nursing care (No.)	Overall				12	13
	Male				1	3
	Female				11	10
Employees working shortened hours for nursing care (No.)	Overall				3	7
	Male				0	1
	Female				3	6
Employees taking nursing care leave (No.)					244	150

Items	2018	2019	2020	2021	2022	Remarks
Employee union membership (%)	83.1%	82.8%	93.7%	83.4%	83.1%	(Union members covered by formal collective agreements)
Employees receiving regular evaluations of performance and career development (%)	95.2%	95.4%	95.0%	96.2%	96.3%	People not receiving evaluations are office and division heads, those whose work attendance is less than 25%, those scheduled to retire, and others not subject to the periodic evaluations
Employees receiving career or skills training (%)	100%	100%	100%	100%	100%	Training by job level, training to build in quality and other training
Employees receiving training on human rights (%) (Subject to newly appointed group heads)	87.8%	89.3%	90.3%	89.0%	96.3%	e-Learning on workplace harassment for participants (implemented at all business locations)
Employees receiving training on corporate ethics issues (%)	100%	100%	100%	100%	100%	Dissemination through <i>Compliance News</i> , holding workplace meetings (e-Quizzes), and e-learning of the Corporate Code of Conduct
(e-Quiz pass rate)	94.7%	94.4%	97.3%	—	—	

◆Occupational Health and Safety

Takenaka Corporation promotes health and productivity management by pursuing safe and hygienic workplace environments where employees can work in a state of good physical and mental health. In particular, we ensure the prevention of accidents and disasters at work sites by making safety the top priority.

Occupational Health and Safety at Work Sites

Based on our Health & Safety Policy, and in accordance with the Ministry of Health, Labour and Welfare's Occupational Safety & Health Management System Guidelines (OSHMS Guidelines), in 2011 we introduced a Takenaka Occupational Health & Safety Management System (OHSMS), which is a more stringent voluntary system. Then we are working together with our partner companies to ensure thorough health and safety management.

Safety and Health Management System at Work Sites

Under our Central Committee for Safety & Health Management, which is chaired by a managing officer, we have established Safety & Health Management Committees at each main and branch office, and we are promoting safety and health, including accident prevention and health management, at work sites in cooperation with Safety & Health Cooperation Associations, which are organizations at our partner companies that manage safety and health.

Occupational health and safety data (for employees directly employed by Takenaka Corporation)

Items	2018	2019	2020	2021	2022	Remarks
Employees subject to health risk assessments (%)	100%	100%	100%	100%	100%	Percentage of employees eligible for health checkups
Employees subject to safety and health risk assessments (%)	100%	100%	100%	100%	100%	Percentage of employees covered by the Health & Safety Committee
Employees who underwent stress checks (%)	94.0%	96.1%	95.6%	96.0%	97.4%	
Average number of hours of safety training per employee per year	4.5 hours	4.5 hours	4.5 hours	4.5 hours	4.5 hours	

Work site safety performance (including employees of partner companies)

Items	2018	2019	2020	2021	2022	Remarks
Partner companies subject to our Occupational Health and Safety Management System (OHSMS) (%)	100%	100%	100%	100%	100%	Partner companies that are members of a Safety and Health Cooperation Association
Injuries and deaths due to occupational accidents (No.)	53 cases	49 cases	39	42	20	Number of injuries, including loss of a body part or function, or death, due to occupational accidents requiring one day or more of absence from work
Frequency rate of occupational accidents at work sites	0.36	0.46	0.29	0.39	0.16	* Injuries requiring 4 or more days of absence from work
Severity rate of occupational accidents at work sites	0.13	0.05	0.13	0.31	0.01	Total number of working days lost÷total number of working hours×1,000

◆ Supply Chain Management (Initiatives to Promote Sustainable Procurement)

As part of our corporate social responsibility, Takenaka Corporation established a Procurement Policy and Action Guidelines in 2012 to "promote procurement that meets the needs of society and customers in unison with our supplies," and we have been deploying activities based on clear policies in the field of procurement. We also ask our suppliers (i.e., partner companies) for their understanding and support of our Procurement Policy.

◇ Strengthening CSR in cooperation with partner companies

In construction procurement for our production activities, we check the status of initiatives by all partner companies related to the environment, labor, and safety management, and we make sure that they sign "confirmation of conditions forms" that incorporates the requirements related to these items.

In "rating partner companies," moreover, this is done twice a year (April and October) simultaneously at all branches. We evaluate partner

companies with a record of transactions exceeding a certain amount over the previous six months. These are based on written ratings that incorporate the degree of efforts toward safety and environmental issues. Then for important job categories like carpentry, earthwork, rebar, and plastering, we conduct surveys once a year through personal interviews.

We also check the behavior of employees at work sites on a daily basis.

Supplier Action Guidelines (Established in October 2020)

We have established Supplier Action Guidelines as specific guidelines for our partner companies to understand our procurement policy and work in the same direction, and we request that our partner companies and their subsidiaries comply with these.

<https://www.takenaka.co.jp/corp/policy/procurement/>

Chikuwakai

Chikuwakai is comprised of major partner companies that have passed our strict screening criteria, including past evaluation results. Working in unison with us, these member companies are engaged in the "craft of construction," which includes thorough compliance, occupational health and safety, quality, improving productivity, and promoting environmentally friendly activities. Each year Chikuwakai formulates a basic management policy, and the Chikuwakai management committee in each district narrows down major objectives based on the basic policy and the actual situation in each region. Then policies and priority measures are established.

Supply Chain Data

Items	2018	2019	2020	2021	2022	Remarks
Chikuwakai member companies among partner companies (%)	36.2%	37.1%	37.4%	37.8%	37.4%	Chikuwakai member companies among registered companies (%)
Partner companies that have signed the policy form for procurement of sustainable materials (%)	36.2%	37.1%	37.4%	37.8%	37.4%	Chikuwakai member companies (sharing the Chikuwakai Management Policy)

Agreements with partner companies through contracts that mention the environment, labor, safety management, and other such matters. (%)	100%	100%	100%	100%	100%	Signing agreements by "condition confirmation forms"
Partner companies that have undergone CSR-related surveys (including on-site) (%)	100%	100%	100%	100%	100%	Performing checks including interviews about the environment, labor and other topics when internal departments patrol work sites.
Partner companies that have received CSR assessments (%)	100%	100%	100%	100%	100%	Assessing CSR items in biannual ratings of partner companies. Subject partner companies are those with transactions of more than certain amount in the past six months.
Procurement personnel trained in sustainable procurement (%)	100%	100%	100%	100%	100%	Training within Procurement Department, e-learning, and other training

◇ Promotion of Green Procurement

Since 2001, we have been promoting Green Procurement, which prioritizes procurement of goods and services with low environmental impact, and this is reflected in Chikuwakai's Basic Management Policy.

(For details, please refer to Environmental Conservation Activities.)

◇ For sustainability of resources

We are striving to procure legal timber by establishing a system to confirm that the timber we procure is legal. In the future, we also plan to engage in risk assessments regarding the sustainability of key raw materials such as steel and cement.

◆ Social Contribution Activities

Takenaka Corporation is striving to pass on and disseminate architectural culture, and develop the next generation of human resources

and local communities through support of corporate foundation activities.

Major social contribution activities that the company continues to implement and support

Items	2018	2019	2020	2021	2022	Remarks
Educational programs implemented for students and teachers at the Takenaka Practical Technology Training Center Omoi (No.) / Participants (No.)	4/69	5/55	1/18	1/21	5/156	Providing training programs for construction students and teachers at our training facility in Kawanishi City, Hyogo Prefecture
Visitors to Chokikukyo, an Important Cultural Property (No.)	10,533	8,664	800	2,208	3,321	Modernist architecture from the early Showa period remaining in Oyamazaki Town, Kyoto Prefecture, which has been preserved, restored, and opened to the public.
Visitors to Gallery A4 (A Quad) (No.)	17,940	16,710	7,387	5,274	7,315	Opened in 2005 on the first floor of Takenaka Corporation's Tokyo Main Office building, holding exhibitions for the general public related to architectural culture.
People receiving scholarships from the Takenaka Scholarship Foundation	178	176	190	182	182	Established in 1961 for the purpose of developing young people and deepening their education, a scholarship program that does not require repayment.
Visitors to the Takenaka Carpentry Tools Museum (No.)	72,495	61,326	20,705	14,978	26,229	Introducing the history of carpentry tools with actual exhibits. Opened in 1984 and moved near Shin-Kobe Station in 2014.