

Human Resource Strategies

Based on the group corporate philosophy and its practice system, the Daiken Group has upheld the development of autonomous human resources that support the growth and can respond to changes (human resource development policy) and the pursuit of an organization in which human resources fully exercise their abilities, mutually inspire each other, and grow/challenge (internal environmental improvement policy) as the policies and has been promoting the initiatives from the perspectives of the promotion of diversity, workstyle reform, human resource development, health and productivity management, and challenge-oriented corporate culture. By continuously deploying the measures from five perspectives, we will lead to producing the favorable cycle, maximizing human resource value by improving individual performance, and improving the entire group's corporate value.



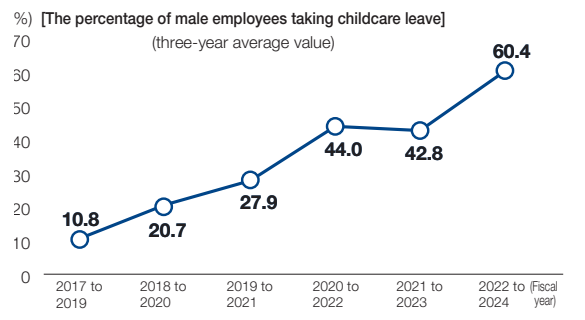
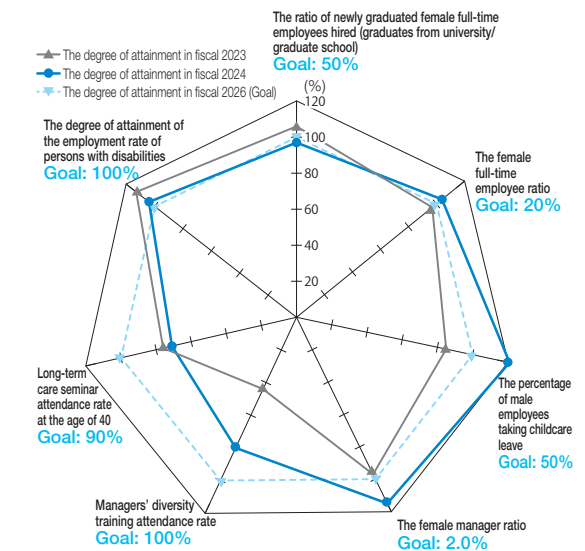
Promotion of diversity

Aim to support life stages and for diverse human resources to take active roles

To steadily implement the initiatives for the promotion of diversity, we have set the total diversity index from the medium-term management plan GP25 2nd stage in which the seven diversity items were indexed as our own indices and have been promoting the initiatives. ▶ P.53-54 ESG Goals

In particular, the percentage of male employees taking childcare leave exceeded 50%, which was the goal in fiscal 2026 in the entire group and reached 60.4% (results in fiscal 2024) because of the effect of internally informing it through the distribution of the leaflet (mean value of the number of days taken: 11 days). Combined with the initiatives that we have promoted, such as the ratio of female full-time employees hired, this is leading to the groundwork for employees who reach various life events regardless of gender to more flexibly work.

We also hold the Daiken Kids Day that the employees' children visit the workplace as the opportunity for the employees' families to deepen their understanding, foster the creation of an atmosphere in the workplace that values the pleasant working environment and families, and put effort into re-acknowledging the work-life balance.



Diversity Promotion Policy <https://www.daiken.jp/sustainability/social/diversity.html>

Workstyle reform

Creating the pleasant workplace toward the realization of the work-life balance

We promote the workstyle reform to make employees feel happy to be the members of the group. Thus, we will enhance the individual employees' performance and the group's power and continue to create new shared value.

Optimization of working hours

In addition to the setting of the no overtime day and putting the light out all at once at 8:00 p.m. in offices that we have put effort into and by implementing the automatic computer shutdown from 7:30 p.m. to 7:00 a.m. on the next morning since 2017, we have been maintaining appropriate working hours. In addition, regarding the individual overtime situations, including managers, we prevent long working hours by managing the progress status and make use of it for optimization and promotion of the efficiency of work allocation.

Improvement of flexible workstyles

By enhancing each and every employee's autonomy and realizing the workstyles without being bound by time and space constraints, we will improve the work-life balance.

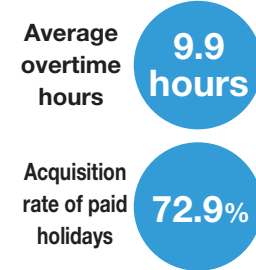
Work at home	Work in the office and at home
Full-time work at home	In principle, work at home without coming to the office
Staggered work shift	Being able to set the opening time at 30-minute intervals from 7:00 to 10:30 a.m.
Satellite office	Being able to use the contracted satellite-type shared office
Flexibly leaving office	Set 15 minutes before the closing time as the time to flexibly leaving office and be able to freely leave office as soon as one's work is done

Improvement of the leave systems (Major leave systems)

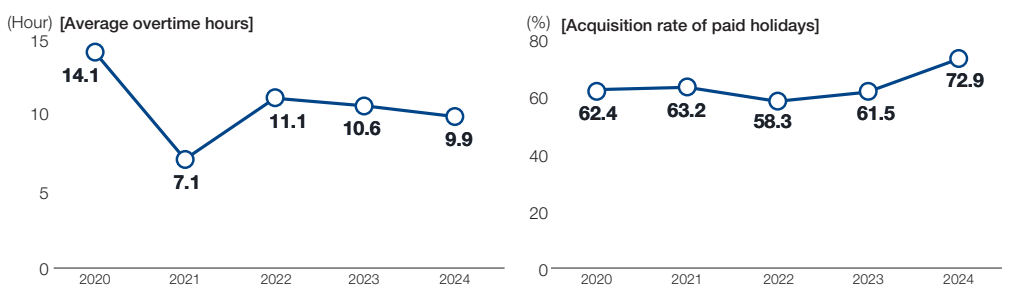
To realize the employees' healthy and efficient workstyles, we have improved the systems to be able to take sufficient leave.

The paid leave system on a half day or an hourly basis	Being able to take paid leave on a half day or an hourly basis
The system to take annual paid leave consecutively	The system to take two-day or three-day consecutive leave once in the half-year period
Refreshment leave	20 years of service.....Within three consecutive days 30 years of service.....Within five consecutive days (A travel voucher worth 100,000 yen will be given)
Volunteer leave	Up to five days of leave per person will be given in one year
Fertility treatment leave	Up to 10 days of leave per person will be given in one year
Menstrual leave	The system to have an absence by reporting it if it is severely difficult for a female employee to work on a day of menstruation period

Results in fiscal 2024



Trends in results



Workstyle Reform Promotion Policy <https://www.daiken.jp/sustainability/social/workingreform.html>

Health and Productivity Management

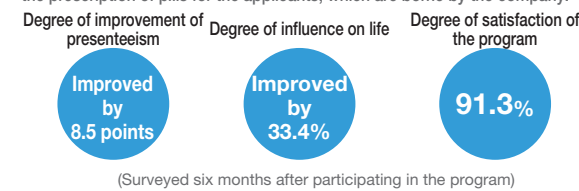
Initiatives toward the preservation and promotion of mental and physical health

Based on the idea that our employees' health is the essential foundation for the group's sustainable growth and development, we try to improve our employees' awareness of health and have started the initiatives toward the preservation and improvement of mental and physical health. We formulated the Daiken health and productivity management policy in 2021 and have been putting effort into the improvement of health measures for both aspects of mind and body since then, such as the payment of the health promotion allowance, the introduction of the Femtech* program that approaches health issues specific to women, such as menstruation/PMS, consultations on fertility treatment, and the implementation of a walking event and health seminars led by the company. In March 2024, we were certified as the Health & Productivity Management Outstanding Organization (Large-Scale Company Category) jointly selected by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi. We will continuously put effort into setting indices to measure the effects of measures and actively providing support for our employees who are willing to conduct health-promoting activities and create a virtuous cycle of the productivity improvement and company growth.

*Femtech...it is a made-up word for which female and technology were combined and is a product or service that can solve health issues that women have with technology.

Results of the Femtech program questionnaire survey in fiscal 2024

Through the Femtech program, we implement online medical examinations and the prescription of pills for the applicants, which are borne by the company.



Health and Productivity Management <https://www.daiken.jp/sustainability/social/health.html>

Major factors of being certified as the Health & Productivity Management Outstanding Organization

- Implementation of a company-wide walking event using a walking app.
- Operation of the Femtech program
- Payment of the health promotion allowance (Initiatives for the measures against quitting smoking)



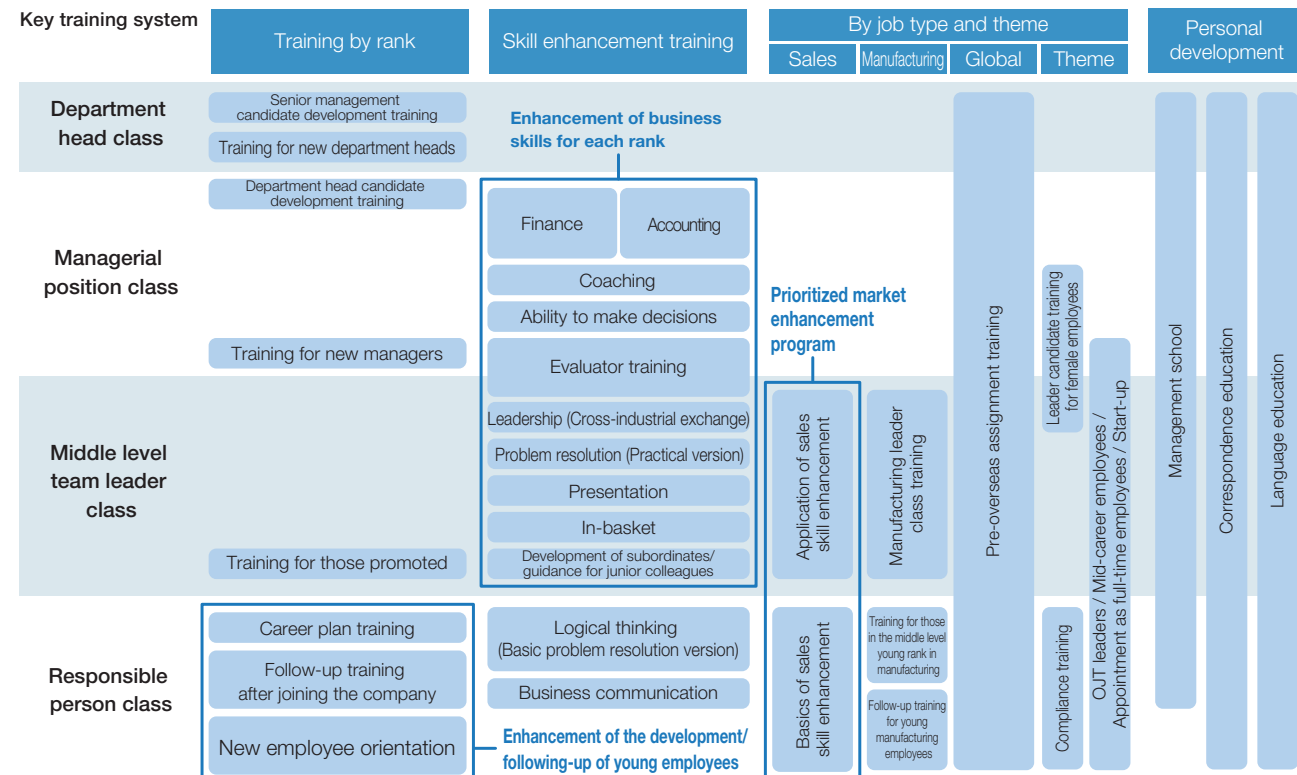
Human Resource Strategies



Development of human resources who will bear the next generation

Three pillars of the Daiken Human Resource Development Policy

- 1. Provision of learning opportunities** Active provision of learning and growth opportunities to meet the expectations of stakeholders through business and contribute to society
- 2. Support for career development** Support for career development from the medium- to long-term perspective that respects individuality
- 3. Revitalization of OJT and formation of a culture of learning independently** Nourishment of an organizational culture to continue refining themselves and can grow together by motivating surrounding people

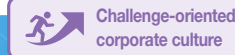


Believing that cultivating autonomy in our employees* is a key for our further growth and persistent corporate value improvement, we have provided various training opportunities for our employees to acquire the skills or knowledge needed for each service year, rank, and job type. From the medium-term management plan GP25 3rd Stage, we newly established skill enhancement training under the theme of the development of IT human resources that support the offensive and defensive strategies and the enhancement of the skills required for the expanding markets and the enhancement of the management foundation, in addition to the existing education and training, and have been enhancing the capabilities required for each rank. In addition, we have determined the fields to focus on education, encourage (1) IT literacy education and acquisition of the related qualifications for the development of IT human resources, (2) language education and acquisition of the related qualifications toward the expansion of the overseas business, and (3) acquisition of the related qualifications toward the expansion of the engineering business, as well as proactively invest in the human resource development, such as paying 20,000 yen as the financial incentive for qualification acquisition to the employees who have acquired the qualifications designated by our company. The number of participation cases in these human resource foundation enhancement programs is 816, and a culture for our employees who will bear the next generation to voluntarily learn is fostered.

*Autonomous human resources...Human resources who personally learn and think (inquiry), confront difficulty (challenge), and produce results (accomplish).



Human Resource Development Policy <https://www.daiken.jp/sustainability/social/talent.html>



Fostering of the challenge culture toward the further growth

Toward the achievement of the medium-term management plan GP25 3rd Stage, we aim to realize the challenges to new business domains and the creation of values that exceed the expectations and put effort into the improvement of the various systems that support employees' challenges. The internal venture system to solicit business ideas started in fiscal 2022 and full-fledged proposals on the vegetable garden system approved for commercialization as the first case started in fiscal 2024. We explore new business domains that are unprecedented, such as management of a vegetable garden with abundant greens in an open space on the rooftop of a condominium or building in the urban area, and enhance our initiatives to turn them into a growing business in the future. In addition, for further enrichment of the internal venture system, we support employees' challenges, such as holding a workshop to generate ideas, and promote creation of the challenge-oriented culture.

Initiatives toward the penetration of corporate philosophy

Initiatives in fiscal 2024

Based on the results of the survey on the degree of penetration of the group corporate philosophy implemented to the group's employees, we deploy the penetration measures from the three perspectives of transmission, sharing, and evaluation. By continuously following the philosophy penetration cycle of transmission, sharing, and evaluation, we promote the penetration of the philosophy in daily operations, regularly monitor the degree of penetration, and review for further effective measures. [▶ P.3 Corporate Philosophy](#)

(1) Continuous transmission by the top management

The president transmits his thoughts on the corporate philosophy as a message in the company-wide department head meeting and video streaming on the anniversary of foundation. Toward the formation of a culture to always have our technology, ideas, and passion upheld in the philosophy and to challenge, the top management is committed to initiatively set them into action.



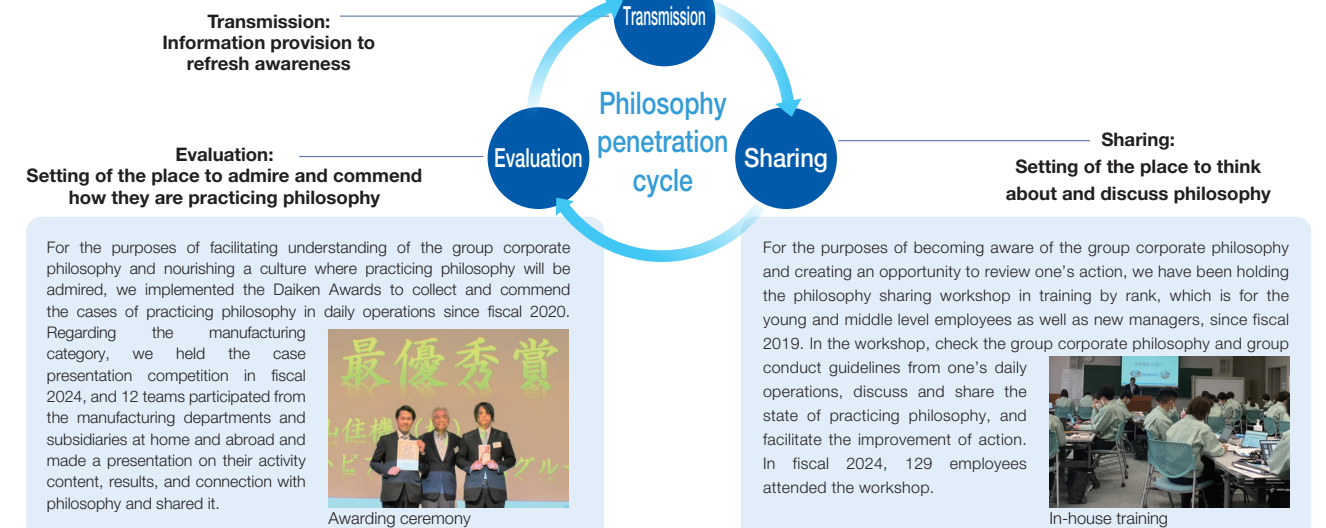
Transmission by the top management

(2) Publishing the cases of practicing philosophy in the company magazine

We covered the unique initiatives by the departments that carried out operations while viewing the group corporate philosophy as the thing that is familiar to them in the company magazine from various perspectives. By transmitting the good cases of practicing philosophy to all group employees through the company magazine, we promote their understanding and enhance their awareness.



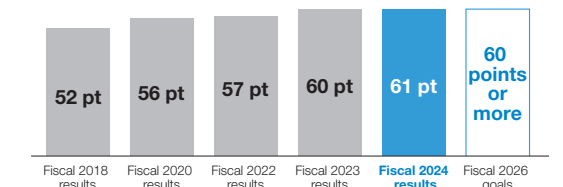
Special feature page in the company magazine



Implementation of the survey on the degree of penetration of the group corporate philosophy

We have implemented the survey on the degree of penetration of the group corporate philosophy since fiscal 2018 and have been considering and promoting the penetration measures based on the changes in our employees' awareness of the group corporate philosophy. The score in fiscal 2024 was 61 points, up 1 point from the previous fiscal year, and cleared 60 points, which is the goal in fiscal 2026, the final year of the GP25 3rd Stage, for the second straight year. In addition to the deployment of the penetration measures on a company-wide basis, deployment of the penetration measures in units of department where the department heads served as the leaders was considered to contribute, and we will continuously promote the initiatives toward the improvement of the degree of penetration of the corporate philosophy.

Trends in the scores of the degree of penetration of the group corporate philosophy



Implementation of the employee satisfaction survey

We have been implementing the surveys on employee satisfaction and the degree of feeling job satisfaction since fiscal 2020. By grasping the employees' view of work and motivation/anxiety factors, we make use of them for the creation of rewarding workplaces and aim at improving satisfaction for all workplaces. While employee satisfaction in fiscal 2024 was 57.4%, up 3.0 points from the previous fiscal year, the degree of feeling job satisfaction was 50.5%, down 0.5 points. We analyzed the survey results from various angles, such as work contents, the amount of work, and the workplace environment, will reflect them in the future human resource strategy and measures and aim to improve both indices.

Employee satisfaction and the degree of feeling job satisfaction

