

People
Fact Book
2025

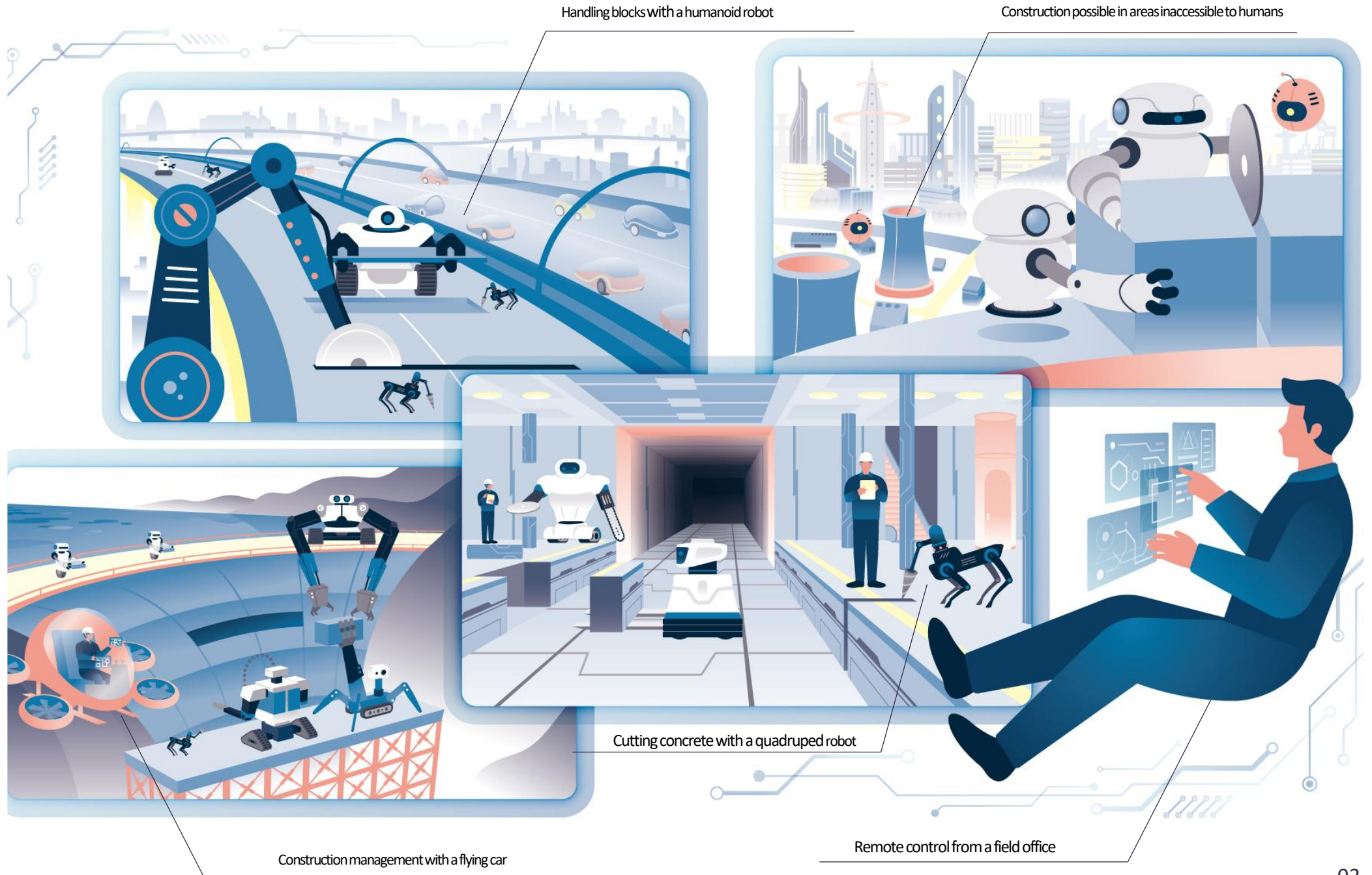




People Fact Book 2025

Dream of Concrete Coring	03	1. Compliance and ethics	07	8. Recruitment, mobility and turnover	17
Message from the President	04	2. Costs	08	9. Skills and capabilities	18
Value Creation Model	05	3. Diversity	09	10. Succession Planning	19
Management and Human Resource Strategies	06	4. Leadership	11	11. Workforce availability	20
		5. Organizational Culture	12	CCC in Numbers	21
		6. Organizational health, safety and well-being	14	Assessment Items for ISO30414	22
		7. Productivity	16	Terminology	23

Dream of Concrete Coring



Message from the President

We specialize in the cutting and removal of various concrete structures including dams, bridges, tunnels, highways, power plants, railroads and airports to support the safety and comfort of social infrastructure.

We established the Dream of “becoming a pioneer in the industry that creates safe and revolutionary construction methods with robotics and mechanized construction at its core” in 2023. Pursuing cutting-edge technologies and new ideas, we aim to build future construction standards that balance safety and efficiency.

The young power of our employees, roughly 30% of whom are in their 20s, brings new ideas, while the knowledge and skills of our experienced professionals support them, helping us to grow into a company that looks different from traditional construction companies, with everyone working together as one. Recently, with the help of universities and excellent workers contributing to us as a side business, we have taken the first step toward the Dream.

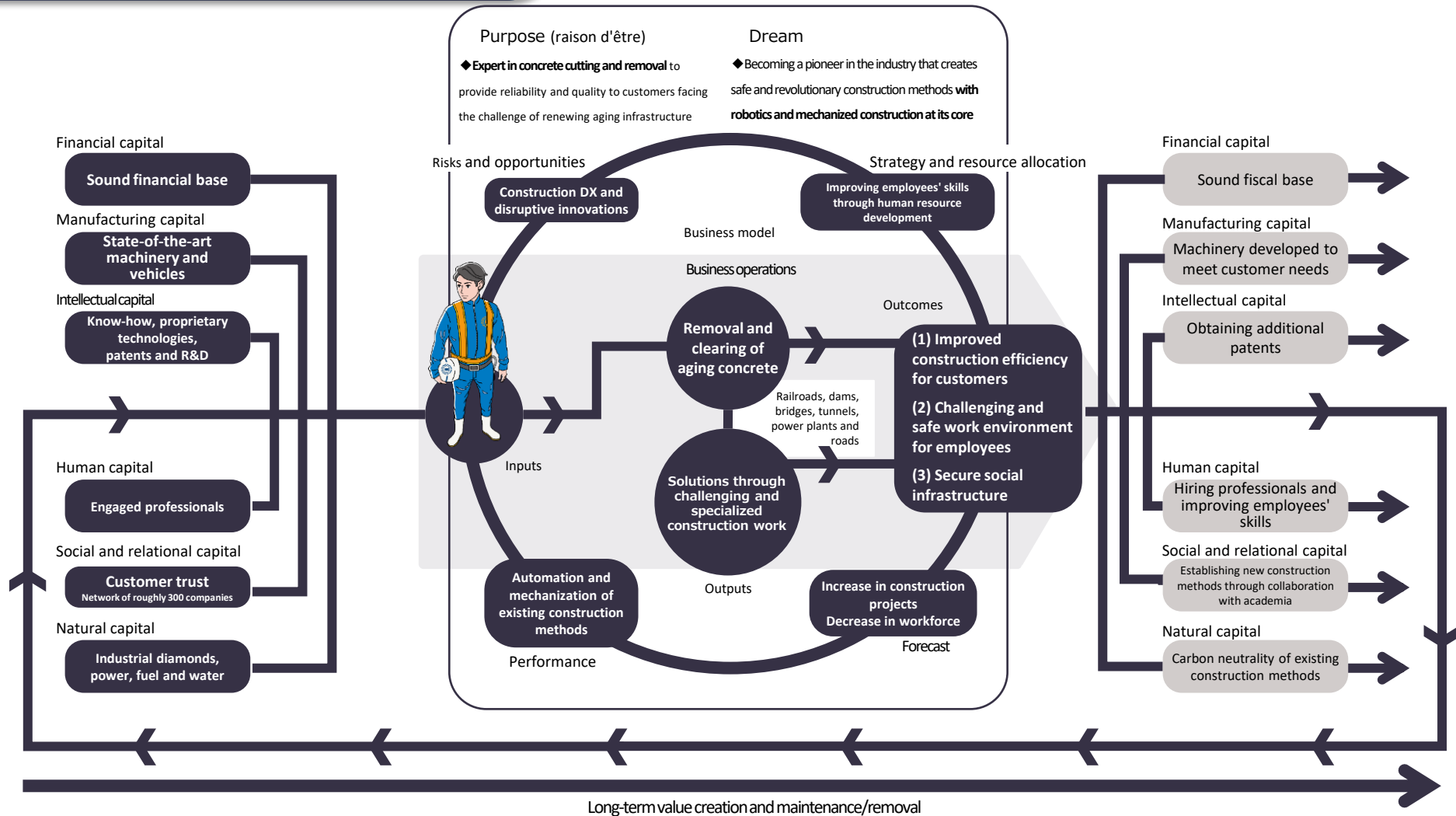
We present this report as a straightforward expression of our company, contributing to society while realizing the happiness of our employees and their families. I believe that Concrete Coring will be a greater company 10 years from now. I hope this report will convey our efforts and aspirations to you.

Cota Fujio, President
Concrete Coring Company Co., Ltd.



Value Creation Model

External environment: strengthening national resilience



Management and Human Resource Strategies

Purpose To be an expert in concrete cutting and removal, providing reliability and quality to customers facing the challenge of renewing aging infrastructure

Dream To become a pioneer in the industry that creates safe and revolutionary construction methods **with robotics and mechanized construction at its core**

Belief Employees grow together with the company through mutual respect in a **workplace where they feel valued**

Hiring policy

Hire applicants from different industries

Hire talent capable of achieving outstanding results in a specific field

Hire professionals with skills not available in-house

Human resource development policy

Provide opportunities to respond to adventurous spirit

Deepen knowledge and experience in civil engineering, machinery, robotics, information systems, etc.

Give character education to foster a mindset of "gratitude and appreciation"

Work environment improvement

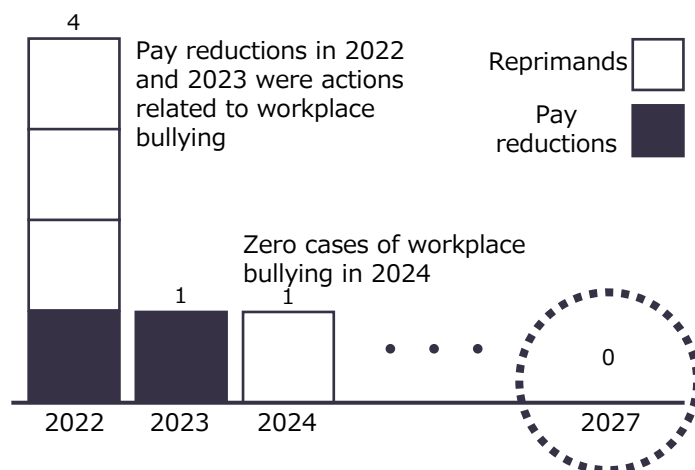
Reduce physical stress

Provide psychological security

Improve labor conditions

1. Compliance and ethics

Number and type of concluded disciplinary action



In July 2023, we started a group workshop on psychological security as part of our harassment training.

We believe that the Number and type of grievance filed were reduced to zero because we had an opportunity to understand our colleagues' true feelings, which we would not have had a chance to know in our ordinary work, by complimenting each other face to face, etc.

<Efforts to prevent harassment>

- (1) Workshop-style training programs to compliment each other
- (2) Training programs for managers
- (3) Promoting our philosophy and fostering a culture of appreciation and praise using RECOG*

* RECOG is an app that allows you to see everyone "in action" through "appreciation" and "praise" between members, which is not usually easy to see (starting in April 2025)

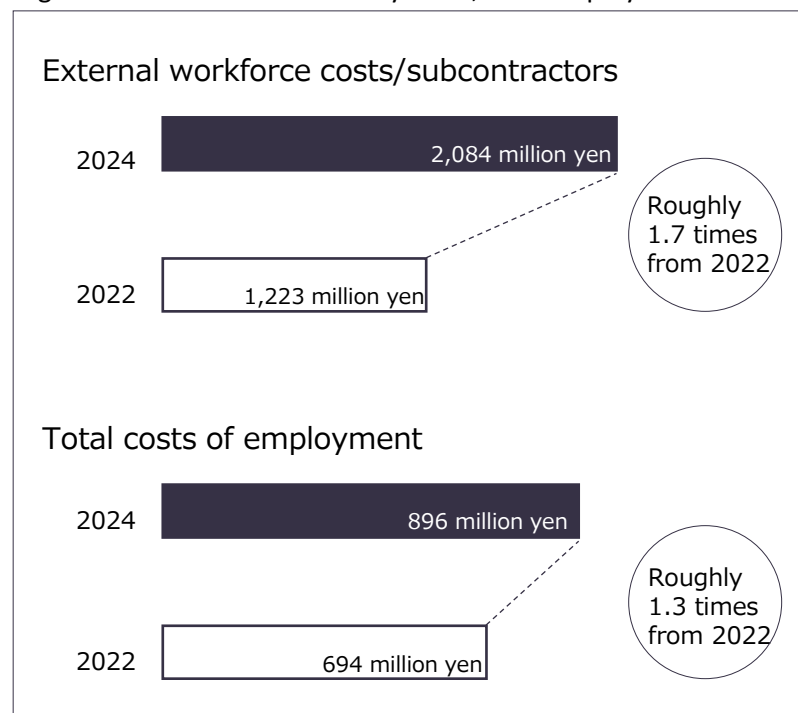
No.	Human capital metrics	2022	2023	2024	2027 (KPI)	Note
1	Number and type of grievance filed	2	1	0	0	The number of complaints and disciplinary actions related to workplace bullying dropped to zero
2	Number and type of concluded disciplinary action/reprimands	3	0	1	0	
	/pay reductions	1	1	0	0	
3	Percentage of employees who have completed training on compliance and ethics	Not in practice	69%	24% for a single year Cumulative total of 93%	33% for a single year Cumulative total of 100%	Group workshops will be designed to reach a cumulative total of 100% in 3 years
4	Disputes referred to external parties	0	0	0	0	We will maintain 0 cases for any of these items
5	Number, type and source of external audit findings and actions arising from these	0	0	0	0	

2. Costs

External workforce cost/subcontractors are increasing year by year. This is due to the high percentage of work performed by our contractors, as we operate about 30 construction sites every day with only 45 construction workers employed, and the fact that the unit price of public works design workforce has been raised for 12 consecutive years.

The unit price of public works design labor to be applied in March 2024 is expected to increase by 5% or more for all types of work and is also expected to continue to increase in the future.

In addition, we have made efforts, based on our management policy of returning profits to our employees, such as the regular base salary increase for employees. Particularly in 2024, when we achieved our highest-ever profit, a uniform one million yen year-end bonus was provided to all employees regardless of their career history. Thus, total employment cost is expected to increase as well.



<Efforts to return profits to employees>

(1) Base salary increase (in 2022 and 2024)

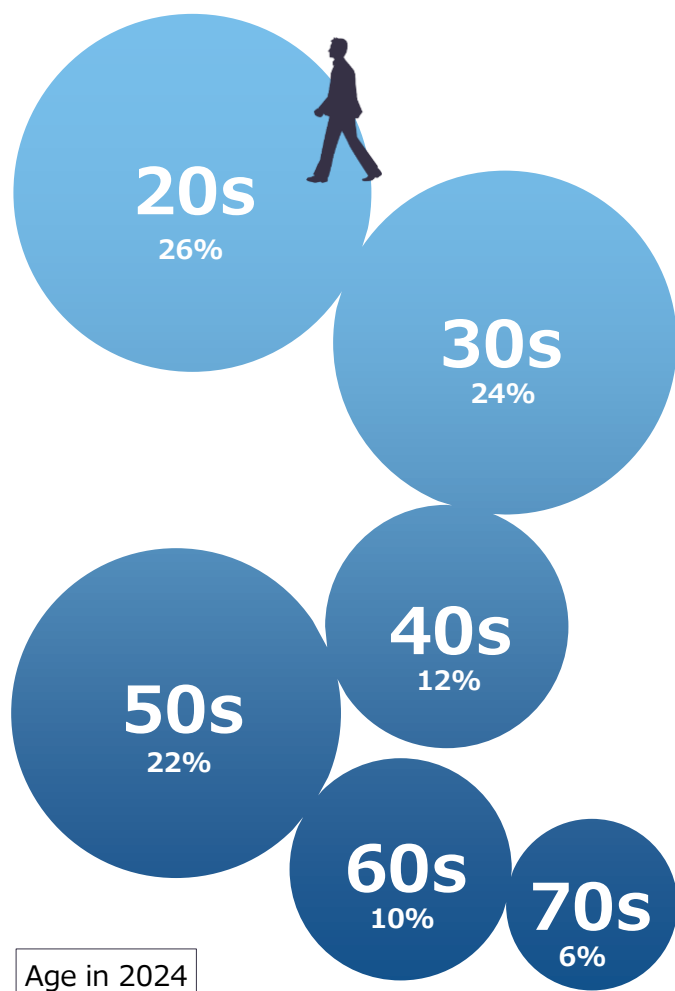
(2) Year-end bonus (8 consecutive years)

(3) Company trip (choice of Hawaii, Okinawa or Hokkaido in 2024)

No.	Human capital metrics	2022	2023	2024
1	Total workforce costs	1,941 million yen	2,521 million yen	3,008 million yen
2	External workforce costs/subcontractors	1,223 million yen	1,723 million yen	2,084 million yen
	External workforce costs/licensed professionals, etc.	34 million yen	36 million yen	38 million yen
	External workforce costs/total	1,257 million yen	1,759 million yen	2,183 million yen
3	Ratio of the average salary and remuneration	34%	37%	42%
4	Total costs of employment	694 million yen	769 million yen	896 million yen
5	Cost per hire	13 million yen	13 million yen	11 million yen

Cost associated with turnover has decreased as turnover (page 17) has declined.

3. Diversity a) age



The number of construction workers aged 29 or younger is very low at 11.6%, but we have maintained a high percentage. The young power of our employees brings new ideas, while the knowledge and skills of our experienced professionals support them, helping us to grow into a company that looks different from traditional construction companies, with everyone working together as one.

We value an environment where people who joined us thanks to fate can work happily for many years, setting a target of increasing the percentage of employees in their 20s to 30% as a gateway to our goal.

<Efforts to increase the number of young employees>

- (1) Establishment of a comfortable work environment (full two-day weekend system, telework, side jobs allowed, maternity leave and family-care leave)
- (2) Establishment of the "CCC Academy," an in-house university offering opportunities even for those with no experience
- (3) Sponsorship of the "CREATIVE LAND Project," which aims to make the construction industry a popular profession among young people
- (4) Received the "Sankei Newspaper Award" in the category of "Best company to work that students should know"
- (5) Use of social media to provide a clear picture of our company

No.	Human capital metrics	2022	2023	2024	2027 (KPI)	Note
1	a) age teens	0%	0%	0%	-	
	20s	30%	27%	26%	30%	As we wish them to work for longer years
	30s	21%	18%	24%	-	
	40s	15%	16%	12%	-	
	50s	20%	22%	22%	-	
	60s	9%	12%	10%	-	
	70s	8%	6%	6%	-	

3. Diversity b) gender, c) disability, etc.

The positions that our female employees are engaged in are currently limited to administrative staff positions. We will provide a gender-neutral, worker-friendly environment through the division of roles in the field, robotization and mechanization of existing construction methods, the establishment of new construction methods and further improvement of work styles of sales personnel.

<Efforts to promote female empowerment>

- (1) Promoting the acquisition of certification of Construction Director
- (2) Boosting female recruitment
- (3) Developing construction methods that allow people who cannot lift heavy objects to perform well

No.	Human capital metrics	2022	2023	2024	2027 (KPI)
2	b) gender/male	90%	89%	90%	85%
	b) gender/female	10%	11%	10%	15%

We are currently unable to meet the legally mandated employment rate of persons with disabilities. The reason is that there is a shortage of personnel in construction positions that work in the field, with recruitment resources having been allocated to resolving the personnel shortage. In addition, the employment of persons with disabilities has so far relied on referral hires. We aim to meet the legally mandated employment rate by 2027 by widely recruiting from the public.

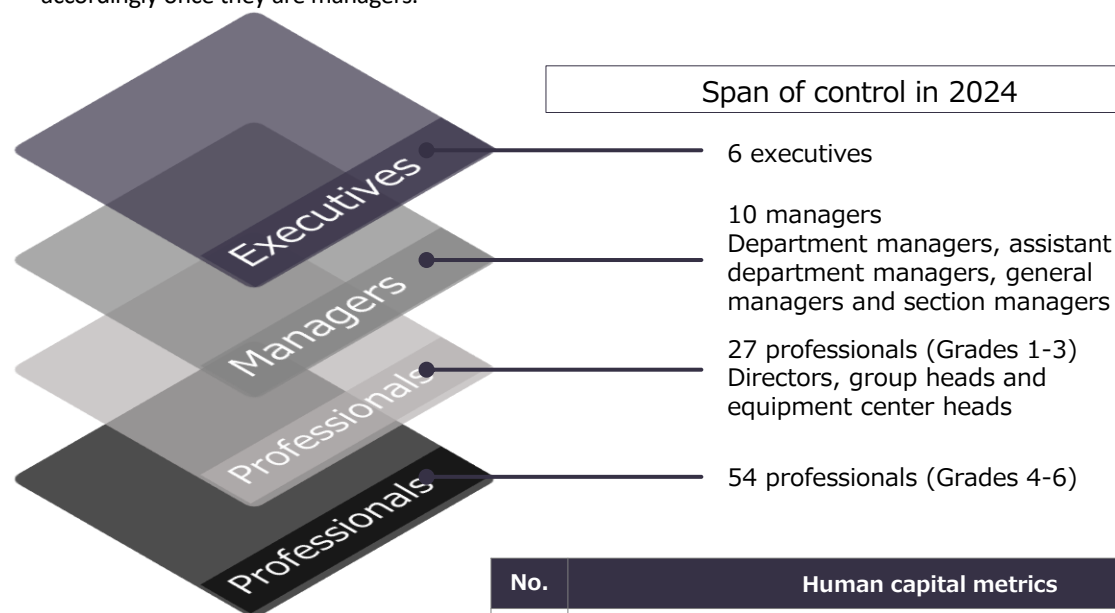
No.	Human capital metrics	2022	2023	2024	2027 (KPI)
3	c) disability	0%	1.1%	1.0%	2.7%

We are actively hiring people with careers in the construction industry as well as those from other industries to transform the traditional image of the construction industry. We employ not only people who have changed careers from jobs that require physical activity, such as police officers and PE teachers, but also many others with backgrounds not associated with the construction industry, such as apparel salespeople, pastry chefs, tofu makers, etc. We believe that their understanding of the outside world as career changers makes them better able to proactively raise the bar on fulfilling, worker-friendly workplaces.

No.	Human capital metrics	2022	2023	2024	2027 (KPI)
4	d) other indicators of diversity/percentage of mid-career hires	75%	76%	75%	75%

4. Leadership

Training programs for managers have so far been attended only when their schedules allow, without keeping a record of their attendance. Currently, management positions are occupied by mid-career hires. We will start a leadership development program in 2025 to encourage employees to become the right managers for us and will require them to attend monthly training programs and express their to change their work style accordingly once they are managers.



Month	List of training programs in 2025
Jan.	Discard the "norm" that binds you
Feb.	Company vision first or personnel fulfillment first?
Mar.	How can you design "1 on 1" with your partners in mind?
Apr.	Tips on how to ask questions that make people feel comfortable
May	Tailored conversation strategies
Jun.	Tips for evaluators and points for evaluations
Jul.	Procedures and points of evaluation interviews
Aug.	Coaching: 4 steps for goal setting
Sep.	Positive feedback to foster "self-motivated subordinates"
Oct.	Tips for positive feedback to strengthen organizations and teams
Nov.	Why do we develop and publish our D&I policy?
Dec.	How to collaborate to create a future beyond your position

No.	Human capital metrics	2022	2023	2024	2027 (KPI)
2	Span of control/executives	1.50	1.67	1.67	-
	Span of control/managers (Grades M1, M2 and M3)	8.11	7.30	7.30	-
3	Leadership development	Not in practice	Not in practice	Not in practice	100%

5. Organizational Culture

An engagement survey was conducted by Q12.

	Engagement/satisfaction/commitment (average score/on a 5-point scale)	2022	2023	2024	2027 (KPI)
Q1	I know what is expected of me at work [★]	3.9/5	3.8/5	3.9/5	4.0/5
Q2	I have the materials and equipment I need to do my work right [★]	3.9/5	4.1/5	4.0/5	4.0/5
Q3	At work, I have the opportunity to do what I do best every day [★]	3.5/5	3.4/5	3.5/5	3.8/5
Q4	In the last seven days, I have received recognition or praise for doing good work	2.9/5	3.1/5	3.0/5	4.0/5
Q5	My supervisor, or someone at work, seems to care about me as a person [★]	3.9/5	4.1/5	4.0/5	4.0/5
Q6	There is someone at work who encourages my development	3.3/5	3.6/5	3.6/5	3.8/5
Q7	At work, my opinions seem to count [★]	3.3/5	3.5/5	3.6/5	3.8/5
Q8	The mission or purpose of my company makes me feel my job is important	3.5/5	3.7/5	3.5/5	3.8/5
Q9	My associates or fellow employees are committed to doing quality work	3.4/5	3.9/5	3.9/5	4.0/5
Q10	I have a best friend at work	2.7/5	2.8/5	3.1/5	3.6/5
Q11	In the last six months, someone at work has talked to me about my progress	2.9/5	3.0/5	3.3/5	3.6/5
Q12	This last year, I have had opportunities at work to learn and grow	3.8/5	3.9/5	3.8/5	4.0/5
	Overall average score	3.41/5	3.58/5	3.60/5	3.86/5

Anonymous survey with questions marked [★] may influence the retention rate. The numbers of subjects and respondents were 84 and 66, respectively, in 2024 (79% response rate).

Q12 is an employee engagement survey developed by a U.S. psychologist, Dr. Frank L. Schmidt, in collaboration with a public opinion research firm, Gallup. The standard average score is 3.6, with a score above 3.8 indicating high engagement and a score below 3.2 indicating caution. Gallup's statistical research has found that the higher the score on the questions, the more the company's performance rises proportionally.

We finally exceeded the overall average score of 3.6 (standard) in the engagement survey this time. The overall trend indicates that psychological security within the company remains at a relatively high level, as evidenced by the continued high scores for Q5: "My supervisor, or someone at work, seems to care about me as a person," and Q9: "My associates or fellow employees are committed to doing quality work."

However, the scores are relatively low for Q4: "In the last seven days, I have received recognition or praise for doing good work" and Q11: "In the last six months, someone at work has talked to me about my progress" at 3.0 and 3.3 points, respectively. We take this as an indication that a culture of appreciation has not taken root in the company, thus we will make improvements through RECOG (see page 07).

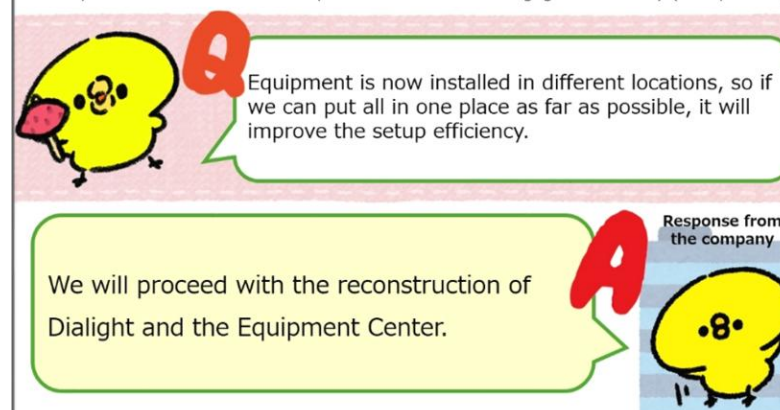
We also provide an open-ended field in addition to the 12 fixed questions every year and publish management's responses to comments in that field. For example, we received an opinion that setup efficiency would be improved if equipment is gathered in one place, leading to the start of a project to rebuild facilities. We believe that an attitude of trying to respond to employee requests as much as possible will lead to higher engagement.

Q13. Feel free to provide anything you want from the company, about your career or details on each item.



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A response to a comment in the open-ended field of the engagement survey (in Sep. 2024)



No.	Human capital metrics	2022	2023	2024	KPI	Note
2	Retention rate	84.5%	90.6%	91.7%	89.7%	We will continue to exceed the 89.7% average retention rate in the construction industry

6. Organizational health, safety and well-being

We have created our own safety work standards manual based on past experience to ensure safe construction, which is followed not only by our employees but also by our contractors. Patrols conducted by the Safety Department and senior management strictly check whether site operations are in compliance with laws, site rules and the safety work standards manual, with any problems being corrected on the spot and the results shared with all employees on the same day. These efforts have earned us a high reputation for safe construction from many customers.

<Efforts for safety>

- (1) Safety training once a month (safety convention)
- (2) Roughly 160 patrols per year by the Safety Department
- (3) Patrol results shared with all employees via chat on the same day
- (4) Collection and horizontal sharing of near-miss incidents
- (5) More patrols of work sites operated by inexperienced employees
- (6) Training of new contractors
- (7) Intensive patrol months of June and December



Representative	<ul style="list-style-type: none"> - Reminds people to preserve the memory of past accidents - Asks for activities to expand our fan base through safe and sincere construction
Safety Department	<ul style="list-style-type: none"> - Provides heads-up about our work sites through safety patrols (annotates photographs and describes in detail what should be evaluated and paid attention to) - Provides suggestions to make use of the lessons learned this month for the next month
Construction Department	<ul style="list-style-type: none"> - Reports on major sites and thanks for safe work - Reports any problems upon occurrence - Announces new sites and asks for cooperation
All employees	<ul style="list-style-type: none"> - Present and submit a statement of commitment (explain the situation at their assigned site and present the points of caution for the month, such as "Watch your step" and "Be careful of your surroundings," in front of the participants. Non-participants should submit their statement in writing)

No.	Human capital metrics	2022	2023	2024	2027 (KPI)	Note
2	Number of occupational accidents	5	0	0	0	We will establish a general safety and health manager with an expectation of over 100 employees We are committed to proper health and safety management and to prevention of occupational accidents and fatalities
3	Number of people killed during work	0	0	0	0	
4	Percentage of employees who participated in training (safety convention)	80%	85%	79%	90%	We aim to reach 90% or higher, a level previously unachieved

Walking campaign in October 2024

ウォーキングキャンペーン 240,000 歩達成！

ささやかですがプレゼントです

おめでとう



毎年 2 月、6 月、10 月にウォーキングキャンペーンが開催されます

一日 8,000 歩を毎日達成すると最大で 30pt×日数(例：31 日)=930pt 付与されます。

溜まったポイントは健康関連の商品・サービスに利用でき Apple 製品等の購入費用に充てることができます。

次回はぜひ、仲間を誘って参加してください。

大同生命 KENCO SUPPORT PROGRAM プレゼンツ

第22回 秋の KENCO応援ポイントがもらえる！

ウォーキングキャンペーン

開催期間 2024 10/1(火)▶10/31(木)

※ウォーキングキャンペーンではない時も一日 8,000 歩の達成で 2pt、1 週間毎日達成するとプラス 5pt 付与されます



<Efforts for health and well-being>

- (1) The walking campaign recommends 8,000 steps a day
- (2) Expansion of financial assistance for use of health clubs
- (3) Self-service corporate cafeteria where employees can buy healthy meals at a low price
- (4) Interviews with employees who fall into the metabolic syndrome category
- (5) Measures to prevent long working hours (flex-time system and 11-hour interval system)
- (6) Expansion of financial assistance for medical checkups, vaccinations and reexaminations
- (7) Conducting stress checks
- (8) Follow-up interviews with young employees
- (9) Christmas gifts

Mental or physical conditions may make you less considerate of others. Ensuring psychological security and creating innovation begins with employees' wellbeing.

We help employees boost their health by providing opportunities for exercise and healthy meals, ensuring that they get enough sleep, checking for early signs of mental health problems, and preventing infections.

We hold walking campaigns three times a year to provide opportunities for exercise and provide financial assistance for the monthly use of a health club.

For healthy meals, the self-service corporate cafeteria offers vegetable-based meals and complete nutritional meals at less than half the regular price while health promotion personnel conduct interviews with those who fall into the metabolic syndrome category.

We also employ a combination of a flex-time system and an 11-hour interval system to ensure that employees in departments that tend to require long working hours have enough time to sleep.

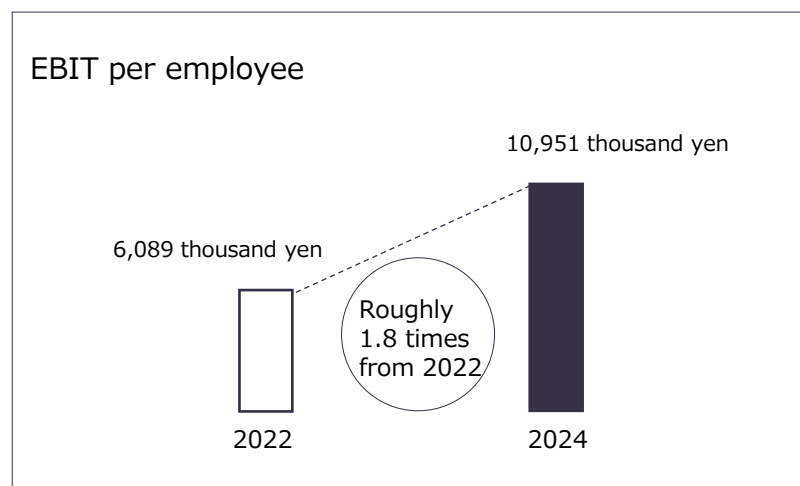
For early detection of mental health problems, we conduct follow-up interviews with employees with short work histories even when stress checks show no problems.

7. Productivity

One of the factors contributing to the increase in productivity is education. We support our new employees to quickly become independent with our in-house university called the CCC Academy. Compared to the time when we had only on-the-job training, the time required to be assigned to a site alone has been reduced by about two years, increasing the number of orders for construction projects. However, the number of employees did not increase as much as the number of construction projects, leaving each employee with a heavy workload. We wish to pursue productivity while addressing personnel shortages to ensure safe and sincere construction.

<Efforts to improve productivity>

- (1) Purchase of the latest machinery
- (2) Development of machinery tailored to our sites
- (3) Obtaining patents based on employee ideas
- (4) Quick independence of new employees through the CCC Academy



EBIT per employee is calculated on an FTE basis. Since the figures tend to look high for the construction industry, which often relies on contractors, EBIT per employee is calculated with the number of contractor workers added in the bottom row as a supplement.

No.	Human capital metrics	2022	2023	2024
1	EBIT per employee (on an FTE basis)	6,089 thousand yen	7,946 thousand yen	10,951 thousand yen
	EBIT per employee (on an FTE basis) (Reference figure including the number of subcontractor employees)	2,709 thousand yen	3,493 thousand yen	4,266 thousand yen

Human capital RoI tends to look considerably higher in the construction industry, where outsourcing costs account for a high percentage since the total workforce cost is assumed to be salaries plus benefit costs. As a supplement, human capital RoI is recalculated by including payments to contractors (outsourcing costs) in Total workforce costs in the bottom row.

No.	Human capital metrics	2022	2023	2024
2	Human capital RoI	85%	99%	117%
	Human capital RoI (Reference figure including payments to subcontractors)	30%	29%	34%

8. Recruitment, mobility and turnover

The Survey on Employment Trends in 2023 conducted by the Ministry of Health, Labour and Welfare reports that the average turnover rate in the construction industry is 10.3%. Our turnover rate has shown a gradual declining trend, peaking at 15.5% in 2022, and was 8.3% in the last fiscal year. We will continue to improve labor conditions and corporate culture to reduce employee turnover.

No.	Human capital metrics	2022	2023	2024	2027 (KPI)	Notes
8	Percentage of critical business positions	29%	31%	31%	-	Critical business refer to department heads who set departmental policy
9	Percentage of vacant critical business positions in relation to all vacant positions	0%	25%	25%	0%	
10	Internal mobility rate	14%	27%	12%	20%	Promotion and demotion are based on skills
12	Turnover rate	15.5%	9.4%	8.3%	10.3%	We keep the turnover rate below the average for the construction industry of 10.3%
13	Voluntary turnover rate (without retirement)	14.6%	8.4%	8.2%	-	-

Although we provide detailed information during the recruitment process to prevent job mismatches, some aspects cannot be grasped without actually experiencing them, resulting in three employees leaving the company in 2024 for job-related reasons. We will motivate our employees to keep working with us for the long term by clearly defining their career paths at the company.

No.	Human capital metrics	2022	2023	2024	2027 (KPI)	Notes
15	Turnover reasons/job	9	2	3	3	We keep the number leaving for job-related reasons to three or less
	Turnover reasons/family	2	1	1	-	-
	Turnover reasons/ conditions	0	0	0	0	We keep zero leavings for reasons of labor conditions or culture
	Turnover reasons/culture	0	2	0	0	
	Turnover reasons/health	2	2	3	-	-
	Turnover reasons/firing	1	1	0	-	-
	Turnover reasons/retirement age	0	0	0	-	-
	Turnover reasons/contract expiration, etc.	1	1	1	-	-
Total		15	9	8	-	

9. Skills and capabilities

The increase in the total cost of training in 2024 is largely due to the waterjet chipping competency evaluation test, which would normally have been around 10 million yen.

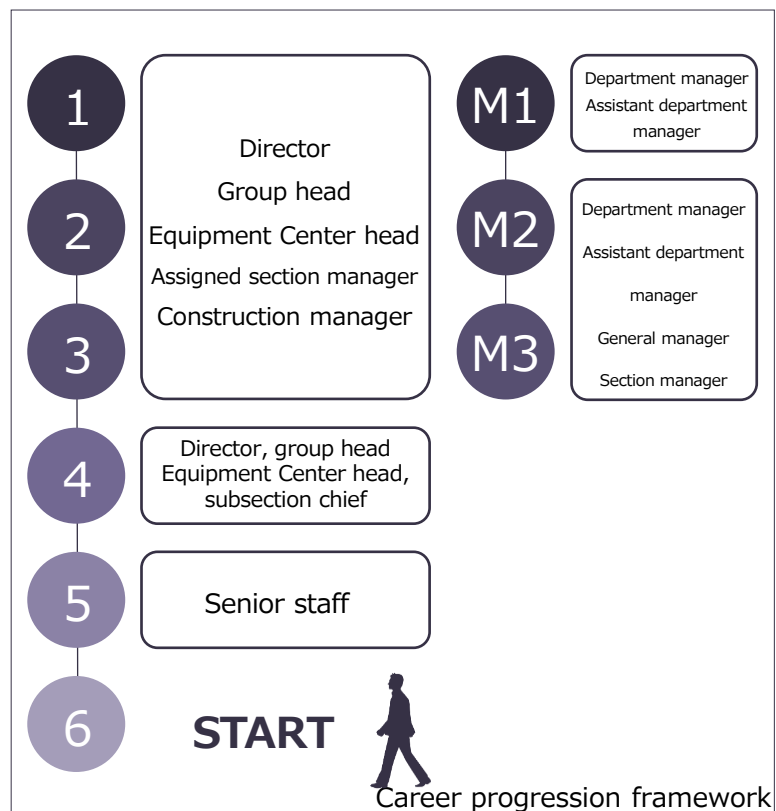
Participation rate in training and Average formalized training hours per employee increased with the establishment of the Human Resource Development Department in 2023. Enhanced training for new employees, as well as the internalization of training, has increased the degree of freedom in participation in training.

Realizing the Dream requires each employee's autonomous and self-motivated learning, as well as continued honing of knowledge in their areas of expertise. We will start using the skill map in 2025 to enhance our programs while promoting the use of e-learning to improve employees' skills

No.	Human capital metrics	2022	2023	2024	2027 (KPI)	Notes
1	Total developing and training costs	10 million yen	8 million yen	16 million yen	8 to 12 million yen	We allocate 0.2-0.3% of sales to educational expenses
2	Learning and development a) percentage of employees who participate in training compared with total number of employees per year	35%	72%	71%	80%	We aim to reach 80%, a level previously unachieved
3	b) average formalized training hours per employee	11 hours	12 hours	35 hours	36 hours	We aim for an average of at least 3 hours per month

Intended participant	Training by position or role	Theme-based training	E-learning	OJT	Self-development
Managers	Coaching training Active listening training Design management training Training programs for managers Training programs for management candidates	Career training DX training Mental health training Harassment training Design thinking training Psychological security training	Career theory: practical application Liberal arts Logical thinking Communication: application DX: application Financial planning Compliance training	Empirical learning of practice-related tacit knowledge Civil engineering and construction management engineering examination	Cost of external training will be covered Financial assistance for professional certification examinations
Sales	Business communication training PC training				
Construction	Promotion of acquisition of health and safety-related certifications				
Engineering	Training to raise expertise level Robotics training				
Administrative staff	DX leadership training Construction director training				
New employees	New employee training (management philosophy, basic career education, industry knowledge, basic specialized knowledge and business manners, safety management, etc.)			Practical training	

10. Succession planning



Instead of hiring employees from outside the company for critical business positions (department heads who set departmental policies), we have been assigning personnel based on the idea that “positions foster people,” resulting in a high Succession effectiveness rate.

The successor preparation rate is calculated by assuming that any vacancy between a critical business position and its subordinate position is considered as no successor. We will start implementing a succession plan based on the skill map in 2025.

<Efforts of succession planning>

(1) Correctly identifying the succession pool through the skill map

(2) Training to foster successors

Job type	Primary responsibility	Relevant department
Sales	Sales and estimation	Sales and Engineering Departments
Engineering	Preparation of construction plan	Engineering and Safety Departments
Mechanical and electrical engineering	Production, repair and maintenance of equipment	Mechanical and Electrical Engineering Department
Equipment	Management of capital equipment	Equipment Center
Construction (on site)	Construction management and equipment operation	Cutting and Waterjet Departments
Construction (management)	Construction management and staffing	Cutting and Waterjet Departments
Administrative staff	General affairs, human resources, accounting, construction administration and sales assistant	Sales Department, Corporate Management Office, General Affairs Department and Cutting and Waterjet Departments

No.	Human capital metrics	2022	2023	2024	2027 (KPI)	Note
1	Succession effectiveness rate	100%	89%	89%	100%	We aim for 100% through training using the skill map
2	Successor coverage rate	38%	33%	33%	50%	We aim to reach 50%, a level previously unachieved

11. Workforce availability

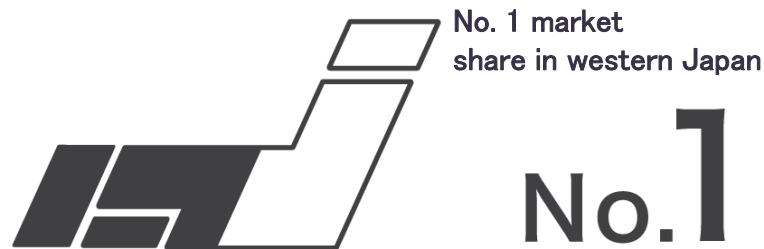
While the number of construction projects, sales and profits have increased, the number of employees has remained flat. Our high productivity demands a heavy workload on each employee, requiring us to compensate for staffing shortages. Since 2025, we have implemented a comeback system (a system welcoming retirees to rejoin the company if they wish) and a return challenge system (a system welcoming reapplications for those who declined after the final interview or employment offer). We will also use referral hires, etc., to increase the number of full-time employees which has a direct impact on sales.

No.	Human capital metrics	2022	2023	2024	2027 (KPI)	Note
1	Number of employees/executive	6	6	6	6	We aim to increase the number of employees to a total of over 100
	Number of employees/employee	83	84	85	88	
	Number of employees/advisor	7	5	6	6	
Total		96	95	97	100	

No.	Human capital metrics	2022	2023	2024	2027 (KPI)	Note
2	Number of employees/full-time employee	84	85	85	88	We aim to increase the number of full-time employees to a total of over 100
	Number of employees/part-timer	12	10	12	12	
Total		96	95	97	100	

No.	Human capital metrics	2022	2023	2024	2027 (KPI)	Note
3	Full-time equivalents (FTE)	93	91	90	94	FTE increases with the increase in full-time employees
4	Contingent workforce a) independent contractor/subcontractor	116	116	141	150	We will increase the number of subcontractor workers necessary to increase sales
	Contingent workforce a) independent contractor/licensed professionals, etc.	18	18	20	20	We will keep the number of licensed professionals, etc.
5	Contingent workforce b) temporary workforce	0	0	0	0	We hire all employees as full-time employees
6	Absenteeism	0.91%	0.99%	1.14%	0.99%	We will keep it below 1%

CCC in Numbers



From public works to commercial facilities!



Profits increased by accumulating achievements
(as of August 2024)



Profits also increased
thanks to advanced technology
(as of August 2024)



Standard of excellence is 50% or more
(as of August 2024)

Low wages and longer working hours in the construction industry compared to other industries may make recruiting new workers challenging. The hourly wages calculated based on the "Basic survey on wage structure" and "Monthly Labour Survey" published by the Ministry of Health, Labour and Welfare in 2022 were 2,528 yen for all industries and 2,062 yen for the construction industry. This shows that it is indeed a tough industry.

(Reference 1) Construction: 4.17 million yen/year, All industries: 4.94 million yen/year, wages based on "production workers"

Source: "Basic survey on wage structure," Ministry of Health, Labour and Welfare (2022)

(Reference 2) Construction: 2022 hours/year, All industries: 1954 hours/year

Source: "Monthly Labour Survey," Ministry of Health, Labour and Welfare (2022)

One of the purposes of publishing this report is to make our future employees and their parents feel at ease.

The hourly wage of the company during the same period was 2,594 yen, which was higher than that of all industries. Two years later, as of 2024, the hourly wage has increased roughly 1.3 times to 3,361 yen. Thanks to this, we are securing personnel, with the highest percentage of employees in their 20s (see page 09).

We are committed to human capital management to bring happiness to those who have joined us thanks to fate and their families. We will continue to build a fulfilling, worker-friendly company by investing in growth to increase our competitiveness, returning profits to our employees and solving human resource issues.

Human capital metrics	2022	2023	2024
Average salary/employee	5.53 million yen	5.94 million yen	6.90 million yen
Average working hours/employee	2,132 h	2,115 h	2,053 h
Hourly wage	2,594 yen	2,809 yen	3,361 yen

* Salaries and working hours of employees corresponding to the number of employees at the end of the fiscal year are included in the calculation. Exclusives, advisors and part-timers are not included.

Assessment Items for ISO30414

	Human capital areas	Human capital metrics	Disclosure
1	Compliance and ethics	1 Number and type of grievance filed	✓
		2 Number and type of concluded disciplinary action	✓
		3 Percentage of employees who have completed training on compliance and ethics	✓
		4 Disputes referred to external parties	✓
		5 Number, type and source of external audit findings and actions arising from these	✓
2	Costs	1 Total workforce costs	✓
		2 External workforce costs	✓
		3 Ratio of the average salary and remuneration	✓
		4 Total costs of employment	✓
		5 Cost per hire	
		6 Recruitment costs	
		7 Turnover costs	✓
3	Diversity	1 Workforce diversity with respect to a) age	✓
		2 b) gender	✓
		3 c) disability	✓
		4 d) other indicators of diversity	✓
		5 Diversity of leadership team	
4	Leadership	1 Leadership trust	
		2 Span of control	✓
		3 Leadership development	
5	Organizational culture	1 Engagement/satisfaction/commitment	✓
		2 Retention rate	✓
6	Organizational health, safety and well-being	1 Lost time for injury	
		2 Number of occupational accidents	✓
		3 Number of people killed during work	✓
		4 Percentage of employees who participated in training	✓
7	Productivity	1 EBIT /revenue/turnover/profit per employee	✓
		2 Human capital RoI	✓

	Human capital areas	Human capital metrics	Disclosure
8	Recruitment, mobility and turnover	1 Number of qualified candidates per position	
		2 Quality of hire	
		3 Average length a) time to fill vacant positions	
		4 b) time to fill vacant critical business positions	
		5 Transition and future workforce capabilities assessment (talent pool)	
		6 Percentage of positions filled internally	
		7 Percentage of critical business positions filled internally	
		8 Percentage of critical business positions	✓
		9 Percentage of vacant critical business positions in relation to all vacant positions	✓
		10 Internal mobility rate	✓
		11 Employee bench strength	
		12 Turnover rate	✓
		13 Voluntary turnover rate (without retirement)	✓
		14 Voluntary critical turnover rate	
		15 Turnover reasons	✓
9	Skills and capabilities	1 Total developing and training costs	✓
		2 Learning and development a) percentage of employees who participate in training compared with total number of employees per year	✓
		3 b) average formalized training hours per employee	✓
		4 c) percentage of employees who participated in formalized training in different categories	
		5 Workforce competency rate	
10	Succession planning	1 Succession effectiveness rate	✓
		2 Successor coverage rate	✓
		3 Succession readiness rate a) succession depth rate: ready now	
		4 b) succession depth rate: ready in 1–3 years c) succession depth rate: ready in 4–5 years	
11	Workforce availability	1 Number of employees	✓
		2 Number of full-time and part-time employees.	✓
		3 Full-time equivalents (FTE)	✓
		4 Contingent workforce a) independent contractor	✓
		5 b) temporary workforce	✓
		6 Absenteeism	✓

Terminology

Area	No.	Human capital metrics	Definition, calculation method and remarks
1	Compliance and ethics	1	Number and type of grievance filed
		2	Number and type of concluded disciplinary action
		3	Percentage of employees who have completed training on compliance and ethics
		4	Disputes referred to external parties
		5	Number, type and source of external audit findings and actions arising from these
2	Costs	1	Total workforce costs
		2	External workforce costs
		3	Ratio of the average salary and remuneration
		4	Total costs of employment
		7	Turnover costs
3	Diversity	1	Workforce diversity with respect to a) Age
		2	b) Gender
		3	c) Disability
		4	d) other indicators of diversity
4	Leadership	2	Span of control
		3	Leadership development
5	Organizational Culture	1	Engagement/satisfaction/commitment
		2	Retention rate
6	Organizational health, safety and well-being	2	Number of occupational accidents
		3	Number of people killed during work
		4	Percentage of employees who participated in training

Area	No.	Human capital metrics	Definition, calculation method and remarks
7	Productivity		EBIT per employee
		1	EBIT per employee (Reference figure including the number of subcontractor employees)
			Human capital RoI
		2	Human capital RoI (Reference figure including payments to subcontractors)
8	Recruitment, mobility and turnover	8	Percentage of critical business positions
		9	Percentage of vacant critical business positions in relation to all vacant positions
		10	Internal mobility rate
		12	Turnover rate
		13	Voluntary turnover rate (without retirement)
		15	Turnover reasons
9	Skills and capabilities	1	Total developing and training costs
		2	Learning and development a) percentage of employees who participate in training compared with number of employees per year
		3	b) average formalized training hours per employee
10	Succession planning	1	Succession effectiveness rate
		2	Successor coverage rate
11	Workforce availability	1	Number of employees
		2	Number of full-time and part-time employees.
		3	Full-time equivalents (FTE)
		4	Contingent workforce a) independent contractor
		5	b) temporary workforce
		6	Absenteeism

Assessment period: based on the fiscal year, 2022 (9/1/2021 - 8/31/2022), 2023 (9/1/2022 - 8/31/2023) and 2024 (9/1/2023 - 8/31/2024), Disclosure period and frequency: within 6 months after the end of the fiscal year, once a year



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