# **Human Resources**





We are actively investing in human resources and prioritizing the recruitment and development of diverse human resources to maximize their power as the source of corporate value. With the "pursuit of happiness for colleagues" identified as one of our material issues and under the management philosophy of "placing significance on communication and mutual respect," we endeavor to create workplace programs and environments in which all employees can succeed and thrive.

Smile Work Guideline (Workplace Environment and Human Resource Development) https://www.sanki.co.jp/en/csr/social/smile-project/

Sanki Engineering Group Human Rights Policy https://www.sanki.co.jp/en/csr/social/human-rights/

https://www.sanki.co.jp/en/csr/governance/multistakeholder/

Multi-Stakeholder Policy

### Sanki Engineering's Human Resource Strategy

#### **Human Capital Strategy**

In the context of Phase 3 actions with indicators and targets based on the Human Resource Development Policy and Company Environment Improvement Policy, we are accelerating work-style reform and securing, nurturing, and allocating diverse human resources in line with our business strategy.

### · Developing Human Resources

We believe that the Company's growth is driven by the various employee viewpoints and values that reflect the rich variety of their experiences, qualifications, and attributes. We therefore promote diversity in our workplace, properly evaluate the skills of each individual employee, and provide suitable education and training.

### **Human Resource Development Policy**

We develop human resources that are distinctive to Sanki, individuals who understand their roles as responsible members of society and who can use engineering to create comfortable spaces that advance society at large.

#### **Desired Human Resources**

- Human resources who possess knowledge and expertise and are capable of creating wisdom through critical thinking
- Human resources with excellent communication skills
- Human resources who are socially conscious and proactive

### • Improving Company Environment

We endeavor to create a working environment and a corporate culture in which all employees grow with the Company, respect individuality and are able to succeed and thrive. We support employee work-life balance and manage business with due consideration for employee well-being. We also seek to raise employee engagement by emphasizing communication with them.

### **Ensuring Diversity in Human Resources and Promoting Careers**

#### **Recruiting Human Resources**

We actively seek to bring on board human resources that differ in gender and nationality as well as in talent and personality. Staff from the sales, design, technology, and other divisions join the Human Resources Department to recruit and select human resources based on multiple perspectives. Our hiring criteria are based on findings from interviews with the president and officers to secure the necessary human resources for achieving our medium-term management plan "Century 2025."

As of the end of March 2024, there were 203 mid-career hires in managerial

### Measure for Phase 3: Accelerate Work-Style Reform • Introduction of new personnel

- system
   Extended retirement age to 65
- Defined and streamlined the
- organization and revised the compensation system in 2022
- Implemented gradual wage increases at our domestic Group companies in April 2022 and 2024
- · Launch of Return to Career program
- Updated uniforms · Undated uniforms in 2022 and then revised winter uniforms in response to employee feedback



Updated winter uniform

Indicators and Targets · Ratio of non-Japanese employees

(April 2024)

1.1%

\*Aggregated on a different date from that for the Employee Data on page 80.

Target

1.7%

positions (on a consolidated basis). In fiscal 2022, we introduced an exclusive hire contract system for R&D and other jobs requiring high-level expertise to secure correspondingly high-level human resources.

### **Retaining Human Resources**

The Group operates a variety of systems to increase the diversity our working environment and more flexibly accommodate career development.

Since 2019, the career change system has made it possible to switch between careertrack and operational positions. In addition, in fiscal 2022 we significantly revised the content of the system and established a new one by launching the Return to Career program.

In order to secure employment opportunities for older employees, we raised the retirement age from 60 to 65 in fiscal 2022 and revised our re-employment system to encourage employees to work until the age of 70.

### Developing Human Resources

### **Education and Training Systems for Acquiring Skills and Experience**

We maintain training systems associated with each career path, such as management training, technical training, and training by field of expertise, to strengthen the respective skills. We take advantage of the Sanki Technology Center to conduct training programs. To further reinforce these efforts, we established the Sanki Training Center, which will bring together organizations involved in education and training starting in fiscal 2024. Going forward, we will also periodically review the system in accordance with the human resources we require.

#### Training Systems

		Younger Employees	Mid-Career Employees	Executives
Man	nagement Training	New employee training  Second-, fourth-, and seventh-year training	Leadership position training  Management candidate training  Section chief training	Department manager training
Safe	ety Training	New employee training  Qualification t  Safety experienti		
Corp	porate Ethics Training	Corpora Mid-career staff	ate ethics training training	
Technical Training	Facilities Construction	Qualification tr  Technical experienti  New employee training  Third-, sixth-, and ninth-year construction work training		
raining	Plants & Machinery Systems	Qualification training  New employee training  Inspector education  Training on our p	roducts and systems	
	lity & Environment em Training	ISO 9001/ISO 140  New employee training  Mid-career staff training	01 Education to develop internal auditors	

Employees of Thai Sanki Enginee

Number of Users of Major Systems for Retaining Human Resources Scope: Consolidated

- Career Change System Enables job transfers to both positions in accordance with life stages FY2023: 1 employee
- Return to Career program - Allows former employees who resigned for unavoidable personal reasons to apply for FY2023: 2 employees
- Selective retirement age system - Retirement benefits are paid in full from age 60 to 65, even if the employee retires at their own FY2023: 2 employees

FY2023: Average training cost per

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### **Developing Digital Human Resources**

The Group formulated the SANKI DX Vision and is working on digital reform. We have started to develop a system for fostering digital human resources to raise digital literacy Company-wide for realizing the transformation. In addition, we have recruited "digital influencers" to play a key role in each department to promote Company-wide digital transformation measures, and 40 such influencers across the Company started their activities in fiscal 2024. We will continue to develop human resources with a wide range of both business and digital skills, with a focus on digital influencers.

### **Supporting Self-Directed Career Development**

Our personnel system ensures equal opportunity as well as fair evaluation and treatment for all employees while supporting employee initiatives for self-directed career development. Once a year, all employees fill in a Career Development Sheet and receive feedback through an interview with their supervisors. They can speak directly with the Human Resources Department depending on the content of the sheet. Individual interviews and a mentor system are introduced for younger employees.

### **Employee Reward System**

We have several employee award programs, including the president's commendation for boosting our technological capabilities and raising employee motivation, such as the Best Employee Award, Yano Technology Prize, and Award for Construction Method/ Operation Improvement, as well as other programs including long service awards (25 and 50 years).

### Diversity

In order to realize our materiality of "pursuit of happiness for colleagues," we will foster a corporate culture where diverse human resources recognize and respect each other and can make the most of their differences to make full use of their respective abilities for maximum impact.

### **Promoting Women's Careers**

We formulated an action plan based on the Act of Promotion of Women's Participation and Advancement in the Workplace to create an environment in which our female employees can continuously develop their careers and have since implemented related measures. Our wages and promotion opportunities to managerial positions are solely based on employee competence or performance as fairly evaluated free from genderbased discrimination. Looking ahead, we will increase the ratio of female managers to close the wage gap.

### Action Plan Based on the Act of Promotion of Women's Participation and Advancement in the Workplace Plan period: April 1, 2021 to March 31, 2026

Goals	Results in FY2023*2
Increase the average length of service for women by 10% or more from April 2021	15.0 years (11.1% increase)
2. Raise the ratio of women in managerial positions *3 to the construction industry average of 3%	2.4% (1.5 percentage point increase)

### PP. 58–59 Feature 2

omotion of Younger Employe Scope: Non-consolidated

• Average age of those in

	Target (April 2026)	Actual (April 2024)
Manager	45.8 years old	46.7 years ol
General manager	50.2 years old	52.2 years ol
Executive manager	53.5 years old	54.3 years ol

Personnel Systems Designed fo Younger Employees

 Individual interviews by personnel managers in the second, fourth, and seventh year of service

social/smile-project/

Mentor system



Smile Work Guideline (Human Resource Development Guideline https://www.sanki.co.jp/en/csr/



Presentation of the Rest Employee Award



Award for many years of service (25th year)

Indicators and Targets for Diversity Acceleration Scope: Non-consolidated												
• Ratio of female e	employees											
Target (April 2026)	Actual*1 (April 2024)											
16.4%	16.4% 15.4%											

\*1 Aggregated on a different date from that of the number of employees referred to on page 80.

Scope: Non-consolidated

- \*2 As of April 1, 2024. In the parentheses are changes from April 1, 2021.
- \*3 Aggregated on a different date from that of the number of managers referred to on page 80.

### Gender Wage Gap (FY2023)\*4

Non-consolidated Consolidated All workers 62.0 Gender wage Regular workers\*5 60.6 61.5 57 3 Part-time/fixed-term workers

### Support for Balancing Childcare Leave and Nursing Care

In 2015, Sanki Engineering was granted an update for the Kurumin mark, a certificate issued by the Tokyo Labor Bureau of the Ministry of Health, Labour and Welfare and based on the Act on Advancement of Measures to Support Raising Next-Generation Children, for meeting certain criteria as a company supporting childcare. In 2014, the Chubu Branch became the first construction equipment company to be recognized by the City of Nagoya as a company supporting childcare, and the certification was updated in 2017.

We have introduced our Special Childcare/Nursing Leave to support employees in balancing work and childcare. This allows for 20 days of special leave, which can be taken in installments of one day, in addition to regular paid leave. In fiscal 2023, as part of our support for employees balancing work and nursing care, every eligible employee received periodic consultations from a specialist. We also held seminars on three occasions on themes such as how to avoid resigning from a job due to nursing care as well as remote nursing care.

### **Creating Workplaces for Persons with Disabilities**

We continue to hire persons with disabilities and are working to create an environment in which they can work comfortably over long periods. As of June 2023, the employment ratios of persons with disabilities were 2.28% and 2.06% on a nonconsolidated and consolidated basis, respectively. As of June 2024, the employment ratio of persons with disabilities was 2.45% on a non-consolidated basis. In recruiting, we continue to look for new employees and at the same time matched applicants with each department and provided care upon acceptance.

### **Employee Engagement**

### Questionnaire on the Working Environment and Individual Interviews

We gather opinions from employees about their workplace through a periodic questionnaire along with another questionnaire conducted by employees union, and we refer to their comments while creating a better working environment. In fiscal 2023, we conducted an engagement survey to gain insights into employee expectations and satisfaction levels. The results will be used as an indicator for improving the internal environment starting in fiscal 2024.

#### ■ Engagement Scores\*1

Participants: all Group employees

FY2025 Target	FY2023 Actual
55.0	51.3

- \*4 Calculated in accordance with a provision stipulated in the Act on the Promotion of Women's Active Engagement in Professional Life.
- \*5 Includes operational positions.



Website on the Promotion of Women's Active Engagement in Professional Life and Support for Their Work-Life Balance (Ministry of Health, Labour and Welfare of Japan)

https://positive-ryouritsu.mhlw.go.jp/



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Roundtable Discussion with External Director and Female Employees





The Kurumin mark for support of aising next-generation children

City of Nagova certification for

Employment rate of persons with disabilities (non-consolidated) as of June 1, 2024

#### provement of Workplace Environment

- Problem-solving seminars and opinion exchange sessions for employees who are hearing impaired
- Management training to promote understanding among managers
- Installing lamps in all offices that bear evacuation instructions for hearing-impaired employees in the event of a disaster
- Providing closed captioned presentations during Web-based training and financial results briefings

 ${f dicators}$  and  ${f Targets}$  for  ${f Company}$ 

Employee satisfaction survey

### Target (FY2025)

Maintaining the ratio of respondents who want to keep working for the Group at 90% or more

### Result (FY2023)

Percentage of employees who responded with "I want to continue working for the Group in the future": 91.7%

• nate of cilling	are leave takell	
	FY2025 Target	FY2023 Actual
Male	100%	74.0%*2
Female	100%	100%

- \*1 Deviation values that measure the degree of employee understanding and alignment with the Company's goals and direction, calculated using the Motivation Cloud by Link and Motivation Inc. Standard score is 50.0.
- \*2 Including the Company's own leave programs: 90.0%

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### **Century Communication Up Discussion Events**

Since fiscal 2016, we have been holding Century Communication Up (CCU) discussion events in accordance with the Century 2025 long-term vision. Opinions and proposals obtained through the CCU have been applied to improving our operations and systems. In fiscal 2023, seven mid-level and young employees from three branches in Tokyo, Kansai, and Chubu participated in a two-hour dialogue with the president.

### Promoting Work-Style Reform

### **Promoting the Smile Project**

Sanki Engineering launched the Company-wide Smile Project, led by the president, in fiscal 2015 to promote work-style reform. We have been implementing initiatives across the Company to create a better working environment. In fiscal 2017, we set up the Smile Site Plan, a committee dedicated to construction sites. In fiscal 2020, we launched the Smile Plan for each segment to establish a system that enables all departments to work together as one. Moreover, under the Medium-Term Management Plan "Century 2025" Phase 3, a KPI is set up to eliminate overtime work exceeding the limit stipulated in the revised Labor Standards Act. As a result of these efforts, we were rated 3 on a scale of 5 stars in the 7th NIKKEI Smart Work Management Survey, which selects advanced companies that challenge the productivity revolution through work-style reform.

#### History of the Smile Project



### **Operation Process Reform Using Digital Technology**

Our Group is implementing operation process reform based on the SANKI DX Vision. In fiscal 2023, we inventoried various workflows. Going forward, we will review the role of each operation and further optimize and streamline operation processes by visualizing and leveling them.

#### **Promoting Work-Life Balance**

We have been augmenting our programs in response to employee requests for broad support of a healthy balance of work and personal life so both male and female employees can continue to work with a sense of security while attending to various life events.





New employee CCU with executive officers



Certified as 3 stars in the NIKKEI Smart Work Management Survey

#### Major Initiatives of the Smile Project

- Clarify work responsibilities by reviewing the personnel system
- Follow up with employees who work long hours based on stress check results
- Raise efficiency by introducing a cloud-based accounting system



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Initiatives for Ensuring Quality at
Construction Sites



**PP. 58–59** Feature 2

FY2023 rate of paid leave taken (%) (consolidated):

67.2%

Average monthly overtime work

27.4 hours

### Sanki Engineering's Own Major Programs Supporting Work-Life Balance\* (Non-consolidated) (as of April 2024)

Area	Program	Details								
	Refresh leave	ive consecutive days of leave for each five-year period of employment using employee's reserved leave.								
	Consecutive leave for construction managers	hree consecutive days of leave after staying at a construction site for more than six months or before moving to nother site.								
	Half day/hourly off	Paid leave for half a day or by the hour.								
	Anniversary leave	A planned paid leave on special dates for employees or their families, requested.								
Work	Sanki Smile Day	Employees are encouraged to take a full or half day of paid leave on monthly payday and avoid overtime.								
	Reserved leave	The use of reserved days off for childcare, nursing, or volunteer activities.								
	Telecommuting and telework system	Aims to improve operational efficiency and business continuity during childcare and nursing care or in the event o emergencies such as natural disasters and pandemics.								
	Sliding work hours	Employees can slide the start and end times forward or back for business or non-business reasons insofar as this does not interfere with their work.								
	Return to Career program	Employees who have left the Company for unavoidable reasons can apply for reinstatement.								
Childcare and nursing care	Shortened work hours	Employees caring for children or other family members can apply for shortened or sliding work hours. In the case of childcare, the program applies to children up to the third grade of elementary school.								
	Special childcare/nursing leave	Can be obtained multiple times and up to 20 days in total for childcare and nursing care.								

### Measures on Health and Productivity Management

### Improving Employee Well-Being

We engage in activities for maintaining and improving employee well-being in tandem with promoting work-style reform. Apart from measures for reducing workloads and raising productivity, we carry out health improvement activities, provide employees with industrial physician advice for improving their life-style habits, and implement other projects. Moreover, a 24-hour toll-free health consultation service is in place to offer advice on health, medical, nursing, and childcare issues for employees and their families. The service was set up outside the Company, and caller privacy is strictly protected. In recognition of those efforts, we have been certified as a Health & Productivity Organization 2024 (Large Enterprise Category) by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.

### Mental Health Care

We have been promoting employee mental health through regular stress checks, manager training, and mentoring programs. In fiscal 2023, a training session was held for managers of each department, which included a presentation by a certified psychologist about ways to improve the workplace environment and the early detection and response to subordinates' ill health based on the results of stress checks. We also provided information to all employees on the themes of the importance of line care and harassment as well as mental disorder.

### **Labor Practices**

### Sound Employer-Employee Relationships

We consider labor-management dialogues as a key channel to invest in human resources and continuously improve employee treatment. The Human Resources Department and employees union at Sanki Engineering meet monthly to discuss improvements in the working environment and operation of Company systems. Additionally, we provide employees with annual opportunities to exchange opinions with management. We also held labor-management exchanges in order to discuss and determine the fiscal 2024 wage increases.

\*Programs Supporting Work-Life Balance: The Group has established childcare and nursing care support programs that exceeds legal standards to provide an environment where employees can thrive.



Health & Productivity Management Organization 2024



Stretching class at Sanki Techno Center

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### Number of Employees on Leave and Work Hours

			FY2019			FY2020			FY2021			FY2022			FY2023	
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
	Consolidated	9	27	36	7	33	40	10	32	42	7(26)	13	20(39)	38(46)	13	51(59)
Childcare leave*1	Non- consolidated	7	24	31	7	27	34	9	30	39	6(25)	12	18(37)	37(45)	12	49(57)
Rate of childcare	Consolidated	_	_	_	_	_	_	_	-	_	43.3	100.0	53.4	88.5	100.0	90.6
leave taken*1 (%)	Non- consolidated	_	_	_	_	_	_	_	_	_	44.6	100.0	54.4	90.0	100.0	91.9
Reinstatement after	Consolidated	100	96.3	97.2	100.0	100.0	100.0	100	93.8	95.2	100.0	100.0	100.0	100.0	83.3	96.0
childcare leave (%)	Non- consolidated	100	100	100	100.0	100.0	100.0	100	100	100	100.0	100.0	100.0	100.0	83.3	95.7
Nursing leave	Consolidated	1	1	2	0	0	0	0	0	0	1	0	1	0	0	0
(people)	Non- consolidated	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0
Rate of paid leave	Consolidated	54.3	76.3	57.4	53.4	67.1	55.3	53.2	69.7	55.6	58.8	77.9	61.6	64.2	85.4	67.2
taken (%)	Non- consolidated	51.9	74.4	55.1	52.5	65.8	54.5	52.4	69.5	55.0	58.2	77.9	61.4	64.0	87.1	67.5
Average monthly	Consolidated	37.4	14.7	34.3	31.7	12.3	29.0	31.7	11.8	29.6	30.0	12.4	27.4	29.9	12.2	27.4
overtime work*2 (hours per person)	Non- consolidated	34.5	13.6	31.3	33.0	13.3	29.9	33.0	12.8	29.7	31.6	13.7	28.8	31.2	13.1	28.4

#### Employee Data (as of March 31 of Each Fiscal Year)

			FY2019			FY2020			FY2021			FY2022			FY2023	
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Employees											<u> </u>					
Number of	Consolidated	2,152	349	2,501	2,190	358	2,548	2,226	381	2,607	2,244	383	2,627	2,281	378	2,659
employees	Non- consolidated	1,705	287	1,992	1,740	308	2,048	1,770	326	2,096	1,753	320	2,073	1,782	318	2,100
Number of	Consolidated	_	_	_	91	22	113	84	25	109	101	27	128	102	25	127
non-Japanese employees	Non- consolidated	_	_	_	17	6	23	19	5	24	20	5	25	20	4	24
Number of	Consolidated	676	9	685	683	11	694	672	13	685	687	18	705	821	21	842
managers*3	Non- consolidated	556	5	561	567	7	574	567	9	576	580	14	594	690	18	708
	Consolidated	44.7	38.3	43.8	44.7	38.8	43.8	44.7	39.0	43.9	43.8	39.2	43.1	43.6	40.0	43.7
Average age*2	Non- consolidated	44.1	37.6	43.2	44.2	38.0	43.2	44.2	38.2	43.2	43.0	38.3	42.3	42.9	39.3	42.3
Average years of	Consolidated	17.3	12.9	16.7	17.5	13.2	16.9	17.6	13.3	17.0	16.7	13.6	16.2	18.2	14.4	16.6
service*2	Non- consolidated	19.3	14.1	18.5	19.4	14.0	18.6	19.5	14.2	18.6	18.5	14.7	17.9	18.3	15.6	17.9
Employment																
Number of new	Consolidated	70	15	85	73	18	91	79	20	99	82	6	88	87	8	95
recruits	Non- consolidated	67	15	82	70	18	88	76	19	95	78	5	83	81	8	89
Number of	Consolidated	32	13	45	26	13	39	25	12	37	30	3	33	30	9	39
mid-career hires	Non- consolidated	7	8	15	5	9	14	5	3	8	5	0	5	7	2	9
Number of rehired	Consolidated	229	11	240	212	12	224	216	10	226	165	7	172	154	8	162
employees after retirement	Non- consolidated	169	8	177	173	9	182	176	10	186	124	6	130	98	5	103
Rate of persons	Consolidated	_	_	1.94	_	-	1.77	_		1.82	-	_	1.51	_	_	2.06
with disabilities*4 (%)	Non- consolidated	_	_	1.97	-	-	1.99	-	_	2.10	_	_	2.24	_	_	2.28
Turnover rate	Consolidated	_		_	1.7	2.2	1.8	2.4	3.5	2.6	2.0	3.1	2.2	2.1	3.9	2.4
due to personal reasons*5 (%)	Non- consolidated	_	_	_	1.5	1.6	1.5	1.7	2.3	1.8	1.7	2.7	1.9	1.6	3.1	1.8

- \*1 The numbers in parentheses for childcare leave, the male rate of childcare leave taken, and the total for childcare leave taken in fiscal 2022 and 2023 are calculated by including the Company's own leave programs.
- \*2 The figure for FY2021 was retrospectively revised.
- \*3 The figures for the years from FY2018 to FY2021 were retrospectively revised due to a change in the aggregation method under the revised personnel system.
- \*4 As of June 1 of each fiscal year.
- \*5 Ratio of retired employees to all employees in each fiscal year.

### Employees by Age (as of March 31, 2024)

- , ,	•	•																				
	10s		10s 20s				30s			40s			50s			60s			70s			
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Total
Consolidated	5	0	5	451	85	536	451	113	564	472	91	563	657	75	732	233	14	247	12	0	12	2,659
Non- consolidated	2	0	2	396	77	473	369	101	470	333	69	402	505	60	565	176	11	187	1	0	1	2,100

## **Local Communities**



As stated in the Sanki Engineering Group Code of Conduct and Action Guidelines, "We seek to contribute to society in order to aid in the development of local communities as a good corporate citizen and member of society," and our activities reflect this principle. We will maintain active communication and continue to help with the development of the local communities where we operate.

### Initiatives for Co-Existing with Local Communities

### Agreement for the Provision of Facilities in Times of Disaster

Sanki Engineering has concluded an agreement with Yamato City in Kanagawa Prefecture to provide a temporary shelter for those unable to return home in the wake of a disaster. Under the agreement, Sanki Techno Center will, in the event of an earthquake or other calamity, serve as a base of operations for local disaster prevention and emergency firefighting teams, and the Company will work to restore facilities for water supply and sewage in Yamato City.

In fiscal 2023, we invited the Yamato City Fire Brigade, which participates in local firefighting activities, to use the premises of our facility and also helped them to provide training on basic firefighting skills.

#### **Cleanup and Environmental Beautification Activities**

Each branch and Group company participates in cleanups in areas around their offices or construction sites as well as environmental beautification activities organized by municipal governments. On a Group-wide basis, we carried out activities in 40 local communicates in fiscal 2023. The Group's presidents also actively participate in events and encourage greater turnouts for local cleanups.

# Welcoming Study Tours to the Safety Experience Area and Other Training Facilities

The Sanki Techno Center welcomes study tours from government agencies, schools, and businesses to its Safety Experience area and other training facilities at the Techno Plaza. The Safety Experience area, which opened in fiscal 2019, gives visitors a first-hand experience of hazardous construction works. In fiscal 2023, 1,204 people visited the facility for a cumulative total of 5,543.

### $Supporting \, the \, Development \, of \, the \, Next \, Generation$

### Opening the Sanki Environmental Garden to the Local Public

The Sanki Environmental Garden, adjacent to the Sanki Techno Center, is open round the clock to members of the local community, providing a place to play for many children from neighboring daycare centers. In March 2024, the total number of visitors reached 63,000. We expect that the Sanki Environmental Garden will continue to be used by the community as a place to relax, and to nurture the next generation over the long term.



Disaster-preparedness well at the Sanki



President Ishida participating in a local cleanup



Receiving study visitors at the Sanki Techno Center





the Sanki Environmental Garden

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