

## Presentation 4

# Cultivating Diverse Talent to take on Challenge and Co-Create

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# From the Mid-Term Management Plan <2024-2026>



By creating mechanisms that support growth, we cultivate diverse talent to take on challenge and co-create."

# AGENDA

- 01 Building Systems to Support Growth
- 02 Nurturing Innovation

# Building Systems to Support Growth

## DX Talent Development

### ■ Shimizu Digital Academy Opens

- Aiming for phased digital talent development, we offer a systematic training program consisting of three steps



STEP1 Digitally Literate Employees	Digital Literacy e-Learning Graduates	
	15,839	
STEP2 Digitally Competent Employees	Digital Literacy Assessment Participants	
	4,125	
STEP3 DX Specialists	Participants in the data utilization workshop	DX Promotion Passport Qualification Holders
	Total 938	IT Passport: 280 G Certification: 390 Data Scientists Certification: 24
STEP3 DX Specialists	Total	Completed Courses
	47	DX Producer 24 DX Technical Planner 23

As of March 31, 2025



## A Human Resource Development Hub Pursuing "Quality" and "Safety"

## ■ NOVARE Academy

- Quality and Safety Education



【Quality】We emphasize experiential training that lets participants see, touch, and try for themselves using full-scale mockups and the latest digital technologies.

【Safety】We strengthen on-site safety awareness and leadership by combining hazard experience programs, leadership training, and VR-based disaster simulations.

- Cross-Departmental Training



## 【Promotion of cross-departmental training】

In the Digital Learning Zone (DLZ), we use BIM and XR technologies to conduct digital construction management and on-site simulations, promoting the transfer and sharing of on-site knowledge and expertise.



# Building Systems to Support Growth

## Implementing Strategy HR Management and Restructuring HR Management System

### ■ Developing Talent and Organizational Capabilities

To realize a talent portfolio aligned with business strategy,

- Reforming HR systems to promote diversity and support a comfortable workplace environment
- Introducing a talent management system and reorganization of the talent development framework and other initiatives to rebuild a comprehensive human resource management system.



# Implementing Strategy HR Management and Restructuring the HR Management System

## ■ Developing a Quality Organization

### ・Dialogue and Surveys

Engagement item		Through FY2024	Through FY2026
Employee satisfaction scores	Job satisfaction	3.7	Our goal is to achieve an average score of <b>4.0</b> or higher across all six indicators.
	Health and well-being	3.6	
	Trust within the workplace	3.7	
Relationship metrics	Collaboration within the workplace	3.6	
	Co-creation across departments	3.6	
	Alignment with the vision and company policy	3.2	
		Average of the six indicators <b>3.6</b>	

### ・How 1-on-1 Meetings Influence Job Satisfaction

		Employee satisfaction indicators		
Satisfaction with 1-on-1 meetings	Number of responses	Job satisfaction	Health and well-being	Trust within the workplace
Very satisfied	1,217	<b>4.43</b>	<b>4.49</b>	<b>4.54</b>
Satisfied	3,637	3.84	3.94	3.97
Neutral	2,009	3.31	3.50	3.46
Dissatisfied	366	3.01	3.23	3.03
Very dissatisfied	132	2.54	2.85	2.21
Not implemented	2,873	3.36	3.59	3.45
Overall average	10,234	3.62	3.78	3.74

- Visualizing Organizational Challenges Through Pulse Surveys and Engagement Studies
- Dialogue initiatives such as 1-on-1 meetings and workplace dialogue sessions
  - Fostering trust and promoting individual/team growth



▲ Scene from a workplace dialogue session

# Building a Platform for Global Expansion

## ■ Global HR Managers Meeting

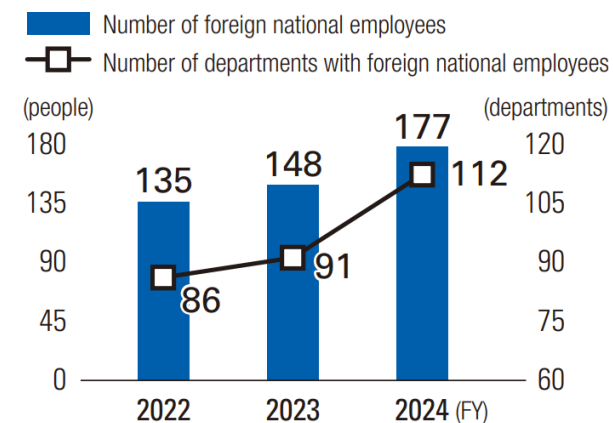
- Fourteen HR managers from various countries visited Japan to **strengthen HR collaboration between headquarters and overseas locations.**
- Discussed common HR challenges and conducted group work alongside headquarters HR managers



## ■ The Contributions of Foreign Employees

- Shimizu Corporation employs 194 foreign nationals from 25 countries (as of April 2025). **Not only is the number growing, but the number of departments employing them** is steadily increasing, advancing the active participation of foreign nationals within the company.
- We provide training programs tailored to career stages, including roundtable discussions upon job offer acceptance, residential training sessions with direct supervisors, and follow-up training in the fourth year after joining the company.

### Foreign national employees

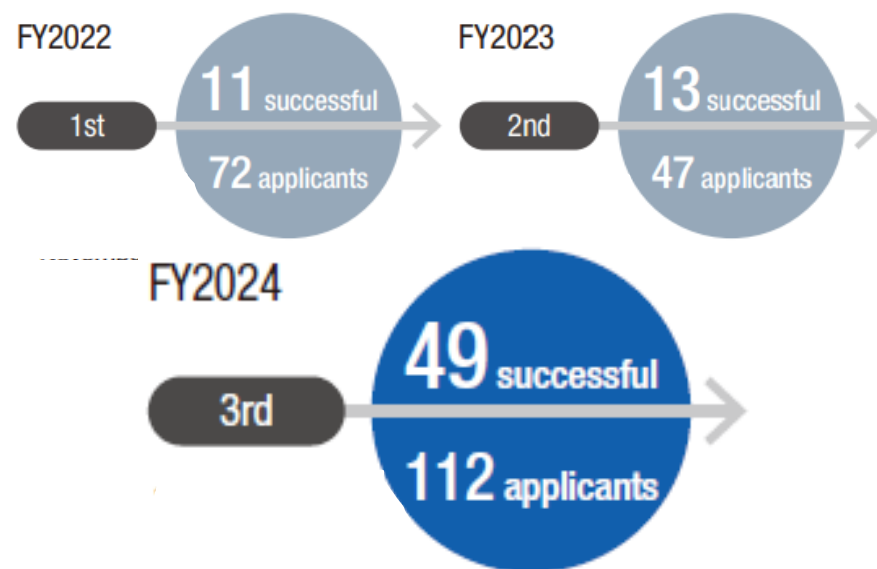




# Expansion of the Job Challenge Program and Open-type Training

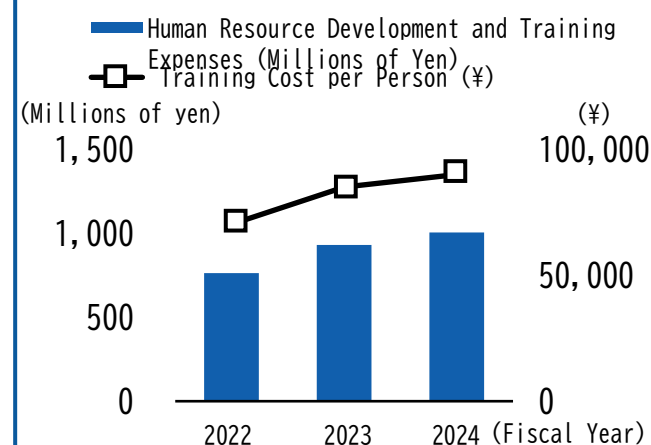
- Implementing the "Job Challenge System" to broadly recruit talent from within the company for specific projects or roles, supporting employees' proactive challenges

- The number of employees transferred using this system increased to 49, approximately 4.5 times the number in the first round



- Supporting employees' autonomous career development through expanded open recruitment training programs

- The external dispatch-type "Business Skills Training" introduced in FY2023 continues to expand its annual enrollment capacity
- Starting in fiscal year 2024, a new online "Video Learning Service" will be introduced to provide opportunities for acquiring knowledge and skills directly relevant to work



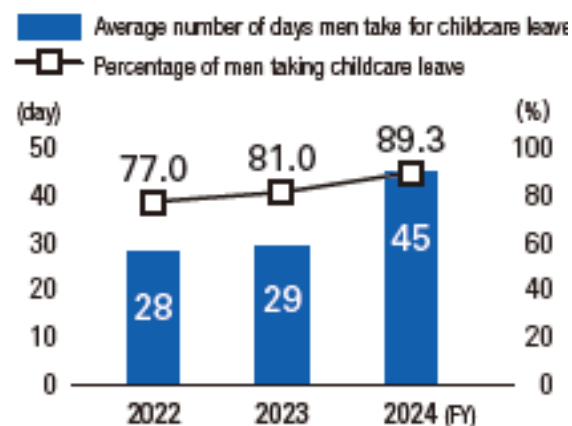
→ Expand investment in human resources and support autonomous skill development

# DE&I (Diversity, Equity & Inclusion)

## ■ Simultaneously working and raising children

- Childcare leave among male employees has seen steady progress, with both the uptake rate and the number of days taken continuing to rise.

### Childcare leave

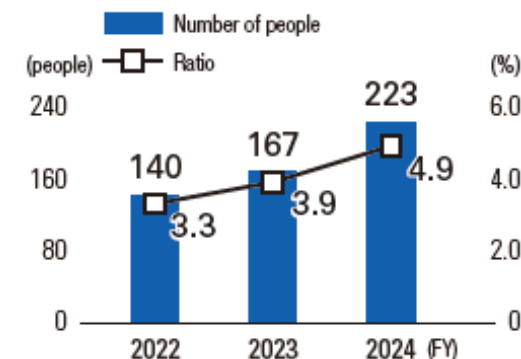


- Initiatives like the experiential workshop "Baby Understanding Seminar" for fathers encourage more active involvement in childcare

## ■ Promoting the Advancement of Women

- The Shin Diversity Activities initiative saw top management visit 14 divisions nationwide to promote the theme of The Appeal of Management Roles.
- In response to feedback from this initiative, a "Women's Leadership Training" program for management candidates was introduced. It incorporates external coaching and experiential learning to foster growth and a mindset of challenge.

### Women in management positions



# DE&I (Diversity, Equity & Inclusion)

## ■ Family Events

- Held at headquarters, "Let's Go Again This Year! Family Day 2024" aims to deepen employees' families' understanding of their work and workplace environment, while also providing employees themselves an opportunity to reconnect with their families.



Business card exchange with top management (Family Day)



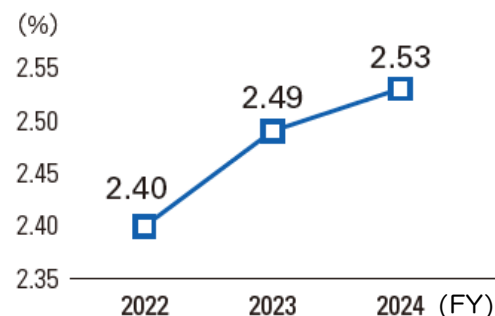
Tour of the former Shibusawa residence (NOVARE Family Tour)

- In 2024, we will also hold the "NOVARE Family Tour," featuring visits to the former Shibusawa Residence, Archives, and Hub within NOVARE.

## ■ Advancement of Employees with Disabilities

- Held an [explanatory session and dialogue meeting](#) for employees with disabilities regarding the [Mid-Term Management Plan \(2024-2026\)](#)
- 57 participants from across Japan deepened their understanding of management strategy through discussions with the Corporate Planning Department and tours of cutting-edge facilities.

Percentage of employees with disabilities



Mid-Term Business Plan <2024-2026> briefing and dialogue session

## Call for Challenges and Ideas

### Exploring the Potential of Ideas

- Challenging Problem  
Solving with Refined Ideas  
→NOVARE-driven  
Idea Refinement



## Technology Development Themes

### Promoting Technology Deployment and Creating New Businesses

- Technology deployment/  
commercialization within the Shimizu Group  
Technology deployment/commercialization  
→NOVARE-led  
Project Support



## CV System

### Aiming to Start a Business with New Venture Ideas

- Startup(Independence)  
→NOVARE's  
Project Support





### Q What is your ultimate goal?

- A** To start a business, launch a venture myself, and take on management responsibilities
- B** Creating businesses and innovations by leveraging internal and external technologies and expertise
- C** I don't have a specific goal in mind yet, but I want to shape a vague idea or explore possibilities

A

### CV System

New Business Ideas  
to pursue entrepreneurship



B

### Q How concrete is your idea?

- A** I have defined the customer, their challenges, and the value I will provide.
- B** I have an idea, but the specific expression is not solidified and requires refinement from multiple perspectives

B

A

Obtain approval from your department

### Technology

Development Themes  
Promoting Technology  
Deployment and Aiming to  
Create New Businesses



C

### Call for Proposals and Ideas

Exploring the Potential of Ideas





# From the Mid-Term Management Plan <2024-2026>



"By creating systems that support growth, we cultivate **diverse talent who challenge themselves and collaborate creatively.**"