

Stakeholder Engagement

President-Employee Dialogue

As part of reforming our mindsets and actions, one of the reform programs set out in Nishimatsu-Vision 2030, we have been engaging in president-employee dialogue since FY2023.

Over the course of the year, we engaged in dialogue with a total of around 970 employees in Japan and overseas.

Dialogue rules:

- Participants are to refer to each other using honorifics
- Participants are to refrain from objecting to or interrupting others while talking
- Participants are to express their interest and ask questions

- Participants are to speak freely when expressing their own opinions
- Participants are to help create a facilitative atmosphere (nodding, interjecting positively, listening with a smile)
- Participants are to express their opinion at least once

* The president at the time dialogue was undertaken in FY2023 was current Chairman Takase

Young employees

Theme 1

What does the term “a worthwhile structure” mean to you?

What kinds of things are “worthwhile services”?

- Understanding the diverse values of our customers and responding to their needs. Being able to make proposals that surpass their expectations.
- An environment in which employees can work happily and exchange opinions. Employees can constantly improve their skills.

Theme 2


What is your definition of a “sustainable society where people can live with peace of mind” that Nishimatsu Construction is creating?

- Giving consideration to the environment. Promoting local production and local consumption, build long-lasting structures, and contributing to local economic development.
- Striving to improve customer satisfaction and services by, for example, providing peace of mind to customers, enhancing after-sales service, and making proposals that meet customer needs.

Participants’ impression: Giving Dialogue a Try

I was nervous on what was my first opportunity to take part, but the rules and atmosphere created allowed me to speak with confidence. President Takase explained the background to the formulation of Nishimatsu-Vision 2030 and the aims of engaging in dialogue, which deepened my understanding of what the Company aspires to be. By talking to people of the same age and in different occupations, I realized once again that there are employees with a variety of values, which for me personally was a learning opportunity. As for future requests, I feel it would be better if there were time allocated for free discussion, as this would allow employees to express their thoughts and the president and other executives to convey their thoughts and enthusiasm in response. I would be happy if the president and other members of management could share their thoughts through dialogue. I hope that this will continue as a forum for two-way communication in the years to come.

(Female employee in her 30s)




Overseas base employees

Theme

What roles can you proactively play in realizing Nishimatsu-Vision 2030 (Value Creation Activities and Reform Program), and what value can you create from them?

- Introduction of new technologies (such as remote management) to improve construction efficiency
- Training and active participation of overseas staff
- Reforming organizational culture to respect employee opinions and welcome new ideas and proposals.

Participants’ Impression: Giving Dialogue a Try



Through this dialogue, I was able to ask about the thinking behind the formulation of Nishimatsu-Vision 2030, which was not mentioned in the materials, thereby deepening my understanding of future management policies. However, we did not have enough time to hear the president’s passionate thoughts on how he wants to develop Nishimatsu Construction in the years to come, so I wish I have had a little more time to hear what he had to say. I think this was a particularly valuable opportunity for employees working overseas like me, as we have few opportunities to interact with top management in our day-to-day works. I would like the dialogue between the president and employees to become a regular fixture.

(Male employee in his 30s)

Managers

Theme

What roles can you proactively play in realizing Nishimatsu-Vision 2030 (Value Creation Activities and Reform Program) and what value can you create from them?


- Providing subordinates with experience of success by allowing them to gain experience
- Realization of career plans and diverse working styles for female engineers
- Development of diverse human resources and promotion of their active participation
- Increasing the value of technology, leading to collaboration, licensing, and value co-creation

- Development of exciting new technologies, promotion of front-loading
- Instilling the importance of collaborative projects. Promoting rebuilding of social functions through collaboration and cooperation with local communities
- Strengthening of the quality control system
- Strengthening of education programs to deepen understanding of each business field within the Group, with the aim of correcting the siloed culture
- Nurturing the next generation, contributing to the handing down of Nishimatsu technical skills

Participants’ Impression: Giving Dialogue a Try

Although I have had the experience of group conversations in the past, having a small group conversation with the president there was a very valuable and refreshing experience. There were established rules during the event, such as “Feel free to voice your own opinions” and “Don’t object to what other people say,” which facilitated dialogue. As a result of thinking about the given theme, I was also able to re-examine my own role. If this project were to continue, I believe that the awareness of each employee would increase, and that the corporate culture would change.

(Male manager in his 40s)



Summary and plans for the future



Message from Chairman Takase

A wide range of opinions were expressed during different theme-based dialogues between young employees and managers both in Japan and overseas. These opinions included new perspectives on business ideas that the Company should pursue, and the pride in being able to sense the social contribution from the buildings that we have erected.

There was also a high level of interest in human capital, and the sense of crisis about securing human resources and the active participation of diverse human resources were once again highly recognized. As a construction company, the handing down of technical skills remains an important issue, and the opinions and suggestions given from the perspective of those who work on the front lines were filled with sincerity and enthusiasm.

Taking close heed of the opinions and suggestions received during these dialogues, senior management will utilize this information to formulate strategies directed toward the sustainable development of our company. Having also handed over the baton to our new President Hosokawa, we will continue to engage in dialogue with employees who have not yet had the opportunity.

To foster a culture of dialogue, we are also putting a system in place by which employees’ opinions and requests are listened to and feedback is provided not only through dialogue between the president and employees but also via regular one-on-one meetings within departments and at worksites.

