

[Special Feature 2]

Developing global human resources



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The SMCC Group has set our Vision 2030: “To be a construction company that globally supports and connects “People” and “Communities” with new value.” We aim to solve social issues from a global perspective and achieve sustainable growth for the Group. To exactly understand what is required of us in this turbulent world, we need to broaden our horizons to know each other’s culture and way of thinking through communication with people in the world. All employees of the Group must understand diverse nationalities, ethnicities, religions, and values to coexist in harmony.

Sumitomo Mitsui Construction Declaration of Globalization

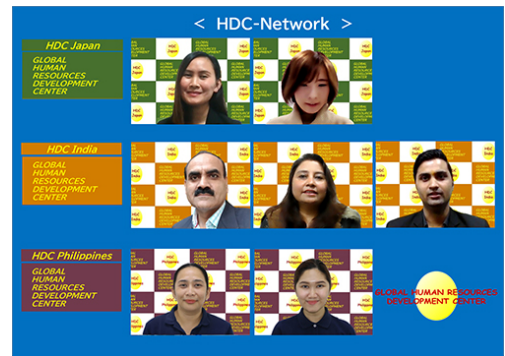
Sumitomo Mitsui Construction Group contribute:

- I To solve social issues through the provisions of world-class technologies and services.
- II To solve social issues by developing of global human resources who always conduct with a broad perspective.

Specific Measures

- (i) Establish new technologies that contribute to the development of a sustainable society from the three aspects of the environment, society and the economy by fusing technologies we have cultivated until today and advanced technologies around the world.
- (ii) Build a strong supply chain that supports technologies and quality by enhancing cooperation with local partners.
- (iii) Establish a common safety culture and achieve Supreme Quality Assurance for the Group.
- (i) Enhance educations and supports by utilizing the Human Resource Development Center and studying abroad program, in order to deepen our understanding of different cultures and improve language skills.
- (ii) Promote globalization of the entire Group by accelerating the mobility of human resources on a global scale.
- (iii) Establish developing and evaluating systems of global human resources, actively recruit and promote talented human resources regardless of nationality.

To develop global human resources, we have established the Human Resources Development Center (HDC) in the Philippines, India, and Japan. Through various training programs and human resources exchanges, we have been engaged in global human resources' systematic education and development. In fiscal 2020, we consolidated this organization into the Global Human Resources Center (hereinafter referred to as “the Center”), our Global Division in Tokyo. At the Center, we started providing language education (Japanese) to foreign employees at overseas bases and Global Training for employee from various nationalities, including Japanese employees. With the organization in Tokyo exercising a control function, we centrally manage the educational activities in each country to strengthen the network functions worldwide. In addition, for company-wide globalization, we have introduced new curriculums to enhance the network functions. For example, we offer “Japanese language training for foreign employees (an approach from foreign employees to Japanese employees)” and “Global Training with a strong awareness toward grouping people from different nationalities.” We will continue this activity and further strengthen it in the future.



Members of HDC Japan, HDC India and HDC Philippines

Provision of language education

The Center has been providing language education (such as online English conversation lessons) for Japanese employees. In fiscal 2020, the Center began offering the Stage 1 Japanese language education (Japanese Language Proficiency Test or JLPT Level 5) for foreign employees at our bases in 15 countries, including Japan. While face-to-face classes cannot be held due to the COVID-19 pandemic, the Center's employees served as instructors and conducted live classes via Zoom, distributing the videos using a web-based platform. These classes are based on a completely original curriculum developed by the Center. We have also set up an advanced class for employees who can speak Japanese, aiming for a level that will allow them to work at sites in Japan. We strive to find outstanding human resources in each country through education. In fiscal 2021, the classes will further advance to Stage 2 (JLPT Level 4). We will also increase the number of students in the advanced class to provide Japanese language education to more foreign employees.

For company-wide globalization, we believe that the best way to ensure smooth communication is for both parties to learn from each other, with Japanese employees learning English and foreign employees learning Japanese. Thus, we will continue to expand and further develop language education.



Live Japanese class

Human resources mobilization

In addition to education, we are also focusing on human resources mobilization in Japan and overseas. "Human resources mobilization" means that employees of the Group work across national borders. Personnel who can work overseas must have in-depth knowledge about their work and a high level of competence. Such talented human resources are expected to guide local staff and improve their skills in the countries where they are dispatched. In the past, employees from a subsidiary in the Philippines mainly worked overseas. However, in fiscal 2020, we have strengthened our system by promoting employees from a subsidiary in India to work overseas.

We are the first Japanese general contractor that established its first local subsidiary in India. For us, India is one of the most important overseas bases, as construction investment is said to exceed 100 trillion yen in ten years. Due to the COVID-19 pandemic, we are facing a severe business environment in India. However, for more economic growth in the future, we will further promote establishing a solid educational curriculum in India to help our local staff improve their technical skills to globalize our business, thereby realizing human resources mobilization.

Operation of the Cross Functional Team

It is stated in the "Sumitomo Mitsui Construction Group Declaration of Globalization," released in January 2020, that one of the Group's specific measures for globalization is to "Establish developing and evaluating systems of global human resources, actively recruit and promote talented human resources regardless of nationality." To take this measure, it requires various preparations and mechanisms, and the Cross Functional Team is one of those mechanisms. "The Cross Functional Team" is the name of a cross-site team specialized in industrial photography. It consists of foreign engineers currently working in Branches of Tokyo, Yokohama, Chubu, Hiroshima, and International Division. We started this team in fiscal 2019 to ensure that foreign engineers can work smoothly at domestic sites and quickly compensate for the shortcomings of domestic engineers. At present, more than 30 members are working at each branch and division. We are confident that working together with Japanese and foreign employees will accelerate our globalization.



Cross Functional Team members at work

- ▶ [News Release: Received a special award \(the Global Award\) at the fifth Female Construction Activity Promotion Awards \(November 6, 2020\) \(Japanese only\)](#) 