

## Focus

# Aiming to become the best company at which to work

Under the management policy that "people are our greatest asset", the METAWATER Group is actively working to achieve a life-work balance while also respecting all aspects of diversity, from human rights to employment.

Our Western Japan office, which introduced ABW (Refer to Topics on page 46 for more information regarding ABW)

## A "life-work balance"\* that allows employees to choose their working style

The METAWATER Group is promoting various work-style reforms, including satellite offices and telecommuting, with the aim of achieving a "life-work balance" that allows employees to choose a style of work that suits their lifestyle.

The relationship between companies and their employees has changed dramatically due to a declining birthrate, aging population, shortage of human resources, development of IT, and a diversification of values regarding lifestyle. It is amongst these changes that we have removed the existing concepts of working styles, such as work hours and locations, creating an environment where employees can choose a working style that suits them in particular. We believe this leads to happier and more highly motivated employees that see the value in their work.

For example, if employees with small children can take advantage of teleworking to choose where and when to work, we are confident that it will be beneficial not only for them, but for their families and the company as well.

## Communication is the key to becoming the company people most want to work for

The METAWATER Group believes that communication is the key to becoming the No. 1 company people want to work for. If the use of satellite offices or telecommuting becomes part of the natural work environment, conventional communications methods will also need to change based on the fact that people won't be face-to-face at the same workplace at the same time. As such, we are also focusing on infrastructure development for that purpose. On the other hand, some people have difficulty using the existing system depending on the type of job, work environment, etc. To ensure that everyone can work enthusiastically, we will continue to evolve the existing system through communication with our employees, knowing that we will never stop on a "completed form".

In addition to work-style reforms, we also try to see things from various other viewpoints, promoting diversity, enhancing ability development systems to help employees grow, health management to support mental and physical health, safety management so that employees can work with peace of mind, etc.

\*We use the term "life-work balance" based on the belief that having a fulfilling life leads to better work performance.

## Work-style reforms are the key to corporate competitiveness

The METAWATER Group has entered its fourth year for work-style reforms, and the environment for realizing various styles of work is steadily taking shape. As a water and environmental infrastructure company, it is our belief that these work-style reforms are indispensable for the sustainable growth of the Group, as human resources are the key to corporate competitiveness. In order to become a company full of active, diverse human resources, we are creating an environment and culture that enables more diverse work, and where each employee can find what work-style reforms work best for them. In recognizing these various work styles, we are also working to reform awareness of mutual respect.

### Reforming work styles and creating opportunities for a diverse range of human resources

In order to realize a variety of work styles, we have been improving the work environment in terms of hardware, such as through the "Introduction of a telework system", "establishment of satellite offices", "four-day workweeks", and "implementation of ABW" (Refer to the Topics below for information on ABW). Flexible working styles that take advantage of this environment are steadily spreading throughout the company. In FY2019, as an approach toward changing mindsets so that the various environments we have been developing are taken for granted and used, we conducted a "work-style reform questionnaire" targeting approximately 2,000 employees, and are now identifying issues and considering new measures.

Since FY2020, we have been working to change the way in which work is traditionally carried out, reducing fixed working hours by 30 minutes, granting annual paid leave by the hour, raising the limit on accumulated leave, and relaxing conditions for leave.

The aim of these reforms is to create opportunities for input outside of work, allowing each employee to grow as an individual by utilizing the newly created time, and in turn, growing the company by multiplying that growth.

In addition, as a system for enabling a diverse range of human resources to play an active role in business, we are improving the working conditions for employees who are 60 or older in order to create more opportunities for senior human resources, who will be the volume generation in our company in the future. Specifically, we plan to gradually implement this improvement over the next three years starting in FY2021. One issue for our company is a shortage of supervising engineers, and so we are addressing this with regard to the above-mentioned improved working conditions for those 60 and older. We are raising the pay scale for field supervisors above a certain level without requiring any additional steps, introducing a "super field supervisor system" as a measure to secure excellent human resources, and have begun taking efforts to prepare exceptional field supervisors for General Manager-level working conditions.

### Review of the working conditions for those aged 60 and older



### Review of working hours and leaves/holidays

Item	Currently	After review
Scheduled working hours	7 hours 45 minutes/day (9:00 to 17:30)	7 hours 15 minutes/day (9:00 to 17:00)
Accumulated leave	Cap: 35 days	Cap: 100 days Relaxation of acquisition requirements

### Topics ABW

ABW (Activity-Based Working) is a system for improving performance by selecting a work place according to the work content and purpose.

Our company's Western Japan office, for example, has created an environment where each employee can choose the most appropriate location to work, such as a cafe-like "communication area" where it is easy to communicate and a "concentration area" which facilitates focusing on work.

Bird's eye view of METAWATER's Western Japan office (CG image)



## Initiatives for supporting individual achievement

People are the greatest asset of the METAWATER Group, and so the development of their skills is positioned as one of our most important management themes. This is because they are the greatest source of management resources and corporate value. In accordance with the HR philosophy of "supporting personnel who desire to develop themselves, providing them with opportunities to develop competency", we are creating a culture of self-learning, building an environment that respects employee individuality and allows them to effectively develop their abilities and potential autonomously.

### Ability development system diagram

A variety of training programs are held with the aim of identifying roles and developing skills in accordance with employees' growth stages. In addition to training by rank and nomination, we support the growth of each employee through elective training focused around the idea of autonomous and voluntary learning.

	By rank	Nomination	Optional	Specialized by job type	Workplace	By specialty
Officers	Officer training	Elective training	Internal/external group training/ correspondence course	Individual WGs of Ability Development Committee	Implementation at each workplace/ dispatch to external seminars	Various courses based on specialty
General Managers	General Manager training					
Managers	Manager training Promotional training					
Mid- to senior-level	BP/SP Promotional training					
Junior employees (2 to 3 years with the company)	Follow-up training					
New employees	New employee training					

### Follow-up training for mid-career employees

To ensure that mid-career employees firmly take root, we help them confirm and understand workplace conditions (individual counseling) and conduct compliance-related education necessary for our company employees (internal control, human rights awareness, information security, etc.). Individual counseling helps with mental care for mid-career employees, who can be prone to stress due to environmental changes.

#### Example follow-up training curriculum for mid-career employees

Content	Instructor
Orientation	Secretariat
Self-introduction	Individuals
Breaking the ice	Secretariat
Mental health courses and individual counseling	Counselor
Outline of employee invention regulations	Intellectual Property Department
CSR Course I (Internal Control, Social Contribution, ESG)	CSR Promotion Department
CSR Course II (Antimonopoly Act, National Public Service Ethics Act, Unfair Competition Prevention Act, Anti-gang Act, Political Funds Control Act)	Legal Department
Compliance Course I (Human Rights Awareness)	Personnel and Labor Department
Compliance Course II (Act on the Protection of Personal Information, Information Security)	IT Planning Department
Basics of our accounting system	Financial Planning Office

### Efforts to enhance education for each occupation

In order to promote the development of abilities for all employees, we have established an Ability Development Committee to formulate priority policies and follow up on various educational situations. The committee has nine specialized working groups (WGs), each of which plans, develops, and implements specialized education based on the job type. The PDCA cycle for effective education is looped through by providing regular opportunities to exchange opinions between the WGs.



### Company-wide specialized education website

In 2018, we established the "company-wide specialized education website", a compilation of educational materials for all occupations in the METAWATER Group. All the Group employees now have easy access to specialized educational materials for each occupation that were not centrally managed before, and basic educational materials that are useful to know.

By "aggregating" and "visualizing" the educational materials on this site, we plan to enhance its functionality as a "web library"



Front page of the "company-wide specialized education website"

## To be a company where everyone can work enthusiastically

We promote diversity based on the belief that the abilities of various employees with diverse personalities will lead to the growth of the Group. In addition to expanding the system to accommodate a variety of human resources, we are implementing measures such as creating rewarding environments where employees can improve their careers.

### Aiming to be a company where various human resources can play an active role in operations

Since METAWATER was established, we have introduced an impartial personnel system that is not bound by personal factors such as nationality, and we regularly recruit foreign employees and accept employees at overseas sites (national staff). We also hold sessions to deepen mutual understanding among overseas Group companies in order to promote overseas business activities. We introduce the business activities and the culture of each country, fostering a sense of solidarity as a group. In addition, members of the International Staff Development WG from Japan participate in the program and use it as an opportunity to improve language skills and gain an understanding of other cultures.



Presentation of overseas companies

### Round-table discussion on women's health and careers

In this era of 100-year lifespans, physical and mental health management is essential to maintaining a rich and fulfilling public and private life. Therefore, we held a round-table discussion with health management center nurses to learn about women-specific health, symptoms and how to deal with issues, and the points of self-care. In addition, through dialogue between participants in the form of round-table discussions, participants gained tips for women on how to enjoy livelier and more active work.



Round-table discussion on women's health and careers

### Acquisition of "Eruboshi"

In March 2020, the company was recognized as a "Grade 3 Eruboshi company" under the Minister of Health, Labour and Welfare's certification system, which is given to companies undertaking outstanding efforts to promote women's participation. We will continue to work on increasing the ratio of women in the company, raising employee awareness, and improving the working environment to create an environment where female employees can further play an active role.



"Eruboshi (Grade 3)"

## Becoming a company where employees with disabilities can play an active role

Another initiative for promoting diversity is to create an environment where people with disabilities can play an active role in the company. Employees with disabilities are engaged in a wide range of activities, taking up responsibility for various tasks in numerous departments. Every morning, instructors (vocational life instructors for persons with disabilities) check the health of each member at the morning meeting and during exercise periods, deciding upon their work assignments for the day by taking their condition into consideration.

The recent work converting internal documents to PDFs has contributed to the promotion of telecommuting, one of our work-style reforms. Positive feedback results in expanded requests for work and more opportunities for active participation in the company.

### Common internal work

Creating business cards for employees; sorting, collecting, and distributing internal mail; preparing meeting and training rooms; lending out projectors and other equipment; managing and sending out company-wide catalogs; etc.

### Department work

Converting internal documents to PDFs; organizing and filing expense slips; aggregating and digitizing handwritten questionnaires; creating various materials; sending out purchase orders; etc.

## Initiatives for promoting better health

We believe that people are our greatest asset, and as such the METAWATER Group has established various support systems for the mental and physical health of employees and their families. It is our belief that promoting the good health of each employee leads to improvements in corporate vitality, and so we will continue promoting health management.

### Health management system

The METAWATER Group has established health management centers at our head office, as well as in Nagoya, Osaka, and other offices. This allows professional physicians, psychological counselors, and dedicated health management staff to follow up with employees promptly and whenever it is needed. We conduct individual interviews and give health-related guidance throughout the year so that employees themselves can maintain and improve their health.

### Improving health awareness

With the declining birthrate, aging population, and a shortage of labor, it is becoming more common throughout the world to continue working regardless of age if there is an opportunity to play an active role, and health management from an early age is becoming more important than ever. As such, proper health management from an early age is becoming more important than ever. METAWATER carries out "health-care activities" and gives "health advice" with the aim of ensuring that employees can continue to work healthily and enthusiastically. "Health-care activities" include various events tailored to employees' occupation, age, physical condition, etc., such as exercise or meal seminars that can be incorporated into everyday life and health education for specific age groups. In FY2018, approximately 700 people participated in these activities. Additionally, health management staff travel around the country, talking one-on-one with employees and giving health advice.



Giving health advice through personal interviews

### Mental health care

In order to prevent mental health issues from arising, we have e-learning classes such as "line care education" for employees in management positions and "self-care education" for all employees. Our work-style reforms also include working to reduce commuting stress and improve "life-work balance". We will continue to promote various mental health care initiatives in conjunction with our work-style reforms.

## Safety and hygiene initiatives

The METAWATER Group has established a basic policy for health and safety management. Based on the philosophy, "No one will get injured or injure others", our focus is on creating a safe work environment that protects our employees from work-related accidents, illnesses, and traffic accidents.

### Establishment of local safety and health rules and online guideline education

METAWATER has established "local occupational safety and health guidelines" to be used as a guide for safety and health rules for local construction and work. Our safety and health rules are based on the Safety and Health Act, and are compiled into a single volume that is revised annually in response to legal revisions, etc. Beginning this fiscal year, we are promoting the online publication of the "guideline education", which explains the content of this document. By creating an environment in which employees can take the necessary courses regardless of time or place in accordance with a variety of working styles, we aim to ensure the dissemination and sharing of safety and health rules.



Booklet (A5 size, 313 pages)

When selecting a subject online, contents are explained via voice and animation

### Implementation of special education on full harness-type fall-arrest system

The Order for Enforcement of Industrial Safety and Health Act was revised and enacted in February 2019, and the name and structural standard of the conventional safety belt was changed to a "fall-arrest system". In addition, workers who use full harness-type fall-arrest systems are required to take special education. METAWATER also started offering special education for use of full harness-type fall-arrest systems for its employees in FY2019. From April to July 2019, a total of 10 seminars were held at each site, and a total of 214 employees participated. In the practical training curriculum, participants wore an actual full harness-type fall-arrest system, experienced hanging and self-rescue, and learned how to properly wear the device, the correct posture and feeling of hanging, and about the need for immediate rescue. Through this education, we are promoting the proper use of fall-arrest systems and thorough implementation of measures to prevent accidents, especially regarding falls and slipping, which account for the largest number of casualties in the construction industry (around 40%).



Academic education



Practical training

### Training for construction supervisors

It is necessary for local supervisors of subcontractors engaged in local construction work for our company to have a wide-ranging understanding of the contents of safety-related documents and construction manuals. Since FY2018, METAWATER has held training for construction supervisors, which, in principal, applies to all local supervisors\*, and provides them with training to learn the above contents and education on local occupational safety and health guidelines. This training was traditionally only required for some subcontractors, but we have turned it into a new program which now applies to all our construction subcontractors. The aim is to ensure that those working in the field can do so safely and comfortably. This course focuses on education regarding local occupational safety and health guidelines, explaining in detail the content of the guidelines, items pointed out in disaster case studies and during patrols, and details from a legal standpoint. The local supervisors of relevant construction work must attend the course and are issued a certificate of completion after finishing. In FY2019, these seminars were held six times, with 219 participants from 57 companies. We will continue to work to establish and further enhance this course.



Seminar for subcontractor construction supervisors



Examination at the end of the course

\*Target requirements: Local supervisors for work requiring the appointment of a chief engineer as stipulated by the Construction Business Act

## Quality initiatives

The METAWATER Group has a basic quality policy, which is to ensure that all of its products and services meet optimal quality standards to satisfy its customers, always aiming to leave customers further fulfilled.

Preventing accidents is the most important issue in maintaining quality. Plant risk assessment education is one of the activities that the Group carries out to achieve this.

### Goals

- Zero serious accidents
- Continual quality improvement

### Preventing equipment accidents through plant risk assessment education

In order to prevent serious accidents and failures, the METAWATER Group conducts a PRA (Plant Risk Assessment) for each operation process, striving for continuous improvement.

#### ■ Operation processes for plant construction



In order to avoid a worst-case scenario, we conduct PRA case study education for service department personnel regarding critical facilities that have a significant impact on the lives of the general public.

This course targeted a broad audience ranging from junior to veteran staff. Teams held discussions with members from different locations that they normally do not have a chance to speak with. In addition to gaining an understanding of the necessity of preventing equipment accidents and discovering that risks and countermeasures are perceived differently by various groups, it is also an opportunity for attendees to take notice of what skills and knowledge they are lacking through group discussions. As a result, equipment accidents in target departments have been reduced.

As one measure to prevent a facility accident from becoming more serious, in FY2019 we provided education on plant "correlation (prediction) monitoring", which leads to early detection of such accidents.

We will continue these educational activities in order to maintain and improve quality in cooperation with related departments.



PRA education

#### » Comments from PRA education participants

- It was a good opportunity to understand the systems behind how water treatment plants work.
- Expanding education so that we can grasp when there is a sense of unease with the plant, such as with correlation warnings\*, is a good thing.
- I'll do my best not to cause an accident that could be used as a case study to teach future generations.
- I want to learn from my seniors what actions are important in preventing accidents.
- I will make sure that no facility accidents occur.

\*Correlation warning: Correlation means the intimate association of two or more things. In a water treatment plant, numerous things are correlated, including the relationship between flow rate and water level, such as "The water level drops when water flows out of a tank". A "correlation warning" is issued when it is found that such a correlation is in an unusual state.

## CSR procurement

The METAWATER Group promotes procurement operations based on three basic policies: promoting transparent procurement, strengthening partner relationships with suppliers, and promoting CSR procurement.

### Promotion of transparent procurement – 107 new suppliers

The "Inquiries about purchasing and dealings" form is posted on our corporate website, and we provide fair and equitable entry opportunities to all business partners. We launch new transactions with around 100 companies every year. The number of new corporate business partners in FY2019 was 107.



Business negotiations

### Enhancing paperless operations through EDI\*

The METAWATER Group promotes the implementation of EDI. In addition to improving the accuracy and efficiency of procurement operations, we are promoting implementation of EDI with the understanding and cooperation of business partners to work on becoming paperless, reducing our impact on the environment. Introduction of EDI began with development-related and in-house equipment orders, and as of FY2019 approximately 52% of orders were through EDI.

This made the paper used traditionally in order forms, invoices, etc., unnecessary, leading to a reduction of approximately 30,000 sheets. Like us, our suppliers have also eliminated invoices and envelopes, leading to a paperless environment.

We will continue expanding the scope of transactions and applications for EDI, aiming to further improve operating efficiency and reduce our environmental burden.

\*EDI: Electronic Data Interchange, a framework supporting electronic business transactions

### Promotion of green procurement

The METAWATER Group is promoting the procurement of eco-friendly office supplies (products with socially recognized eco-friendly marks such as the Eco Mark and Green Mark).

Efforts were strengthened for 12 frequently used items in particular, including copy paper, business cards, and highlighters, which were designated as green procurement promotion items. In FY2019, the green procurement rate for these items reached approximately 95%. We will continue efforts to improve the green procurement rate throughout the entire company.

### Legal compliance

We actively promote participation in social insurance for construction work, etc. Enrollment in insurance, etc., is thoroughly enforced by ensuring notifications are sent to suppliers, providing instructions for clarifying statutory welfare expenses in estimates, exchanging opinions with individual visits, and more and more.

### Thorough enforcement of internal education

We hold study sessions on the "Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors" for all employees in charge of purchasing, ensuring thorough compliance and promoting understanding.

We also offer e-learning courses for other employees to strengthen compliance throughout the company.

# Social contribution

The METAWATER Group handles "water", a natural resource indispensable for life. As a water and environmental infrastructure company, protecting the water cycle is our mission. We are promoting social contribution activities so that people from all walks of life can gain an understanding of the importance of water and the environment. We act with the aim of contributing to society and the global environment through both business and social contribution activities through the lens of water and the environment.

## METAWATER's policy on social contribution activities

The METAWATER Group's social contribution activities contribute to the realization of a sustainable society by solving social issues through water and the environment.

## METAWATER's guidelines on social contribution activities

- We will improve water-related environmental improvement activities and water and environmental awareness activities.
- We will value cooperation and collaborations with various stakeholders.
- We will foster awareness for voluntary employee participation.

## Environment preservation

### ■ Forest conservation activities to protect green dams (water source reforestation)

The METAWATER Group participates in forest conservation activities at six locations throughout Japan, primarily in Okutama, Tokyo.

For example, at the "METAWATER Okutama Forest", we hold water forest conservation activities jointly with the NPO Green Earth Center, planting trees and clearing undergrowth every year.



Okutama forest

## Contribution to local community

### ■ 72 cleanup activities in 28 municipalities nationwide

The Group holds cleanup and beautification activities around each of our offices and local areas, either monthly or several times throughout the year. In FY2019, we carried out 72 cleanup activities at 28 locations throughout Japan.

FY2019 cleanup areas



### ■ Blood donations at two business sites

At the Head Office and Nagoya Branch, the Japanese Red Cross Society brought a blood donation vehicle and 84 employees participated in blood donation activities.

## International support / relationships

### ■ President Nakamura gives a lecture to international students from various countries

In August 2019, we co-sponsored "Water and Earth", a summer seminar for international students hosted by the National Graduate Institute for Policy Studies. During the session, President Nakamura gave a lecture on water infrastructure.



Summer seminar for international students

## Support for disaster recovery and restoration

### ■ Donation of support funds for damage caused by Typhoon No. 19 in 2019

In November 2019, we made donations to Miyagi Prefecture, Fukushima Prefecture, Iwaki City (Fukushima Prefecture), and Nagano Prefecture, which were damaged by Typhoon No. 19 in October 2019.



Donation of funds to Iwaki City, Fukushima Prefecture

## Education / Public education

The Group sends employees to schools and events to teach children who will lead the next generation about water recirculation and environmental conservation through the knowledge and technologies related to our core businesses of water and the environment.

### ■ Hands-on classes held at world heritage forest

Shirakami-Sanchi (Fujisato, Yamamoto, Akita Prefecture) is a primeval forest rich in nature, and is registered as a World Natural Heritage Site. In this forest, every year, we hold an on-site class for elementary school students, called "Adventures Around the Waters of Shirakami".

Children enjoyed themselves in the adventure through the local forest while learning about water source forests. For lunch they enjoyed nagashi somen using spring water from Shirakami-Sanchi. At the "Shirakami-Sanchi World Heritage Conservation Center (Fujisatokan)", after an explanation on water recirculation using a model, children made sand filtration systems using a plastic bottle and conducted filtration experiments. Filtration experiments were also demonstrated using a ceramic membrane from our company. At the end of the session, the children submitted their impressions and a report. The hands-on lesson was an excellent opportunity to learn about the role of forests and water while interacting with nature.



Learning about water source forests while venturing into Shirakami-Sanchi



Lecture on water recirculation at the "Shirakami-Sanchi World Heritage Conservation Center (Fujisatokan)"

### ■ Holding "METAWATER Children's Water Classes" at nursery schools

At "Hiyori Nursery School" (Kirishima City) and "Solanomachi Hoikuen" (Kagoshima City) in Kagoshima Prefecture, for the first time, we were invited to hold classes for nursery school children (3 to 5 years old).

The children were delighted by the appearance of our corporate characters "Mae-chan" and "Tah-kun"! In the classes, we talked about how water is usually used by showing picture cards, and the children conducted a sand filtration experiment. The children themselves cooperated with each other to make the sand filtration system for the experiment by putting sand in plastic bottles. Water mixed with volcanic ash from Sakurajima in the garden was filtered through the system, and the children's eyes lit up when clean water came out. It was a good opportunity for both the children and teachers to learn about the importance of water and how to clean it.



The children are overjoyed by Mae-chan and Tah-kun's appearance!



A group of three packing sand into a filter