Creation of a Society Where Diverse People Can Thrive

—No Corporate Growth Without Securing and Developing Diverse Human Resources



Active participation of young engineers at worksites

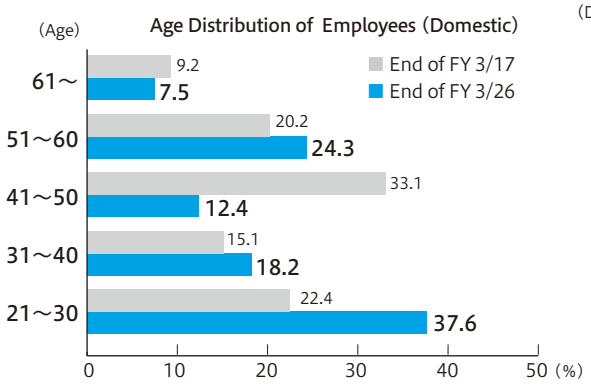
The Group aims to be "an organisation where diverse human resources respect one another, thrive in their work and grow personally and professionally", and aligns its recruitment and talent development practices accordingly. Through initiatives based on our human capital strategy, we contribute to sustainability management that we envision and embrace. By enhancing the satisfaction and engagement of each individual , we bring out their full potential, thereby working toward the medium- to long-term enhancement of our corporate value.

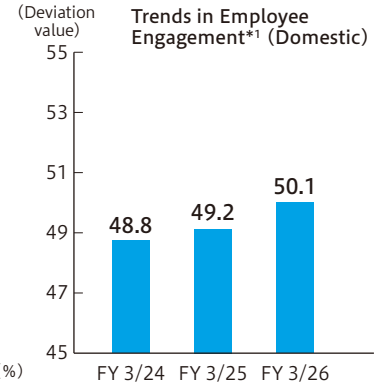
Securing and Developing Diverse Human Resources

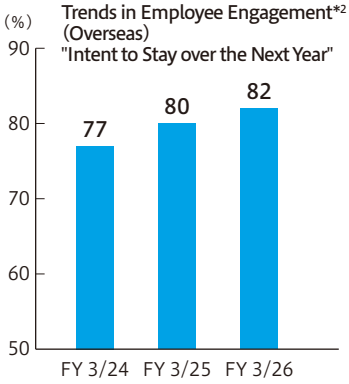
As the Group advances sustainability management, we have set forth the basic strategies both to fulfil our mission that "the greatest contribution to society is the construction of high-quality infrastructure" and to translate expansion of business volume into profit growth.
To that end, we believe that the multiplier effect of combining our mindset, actions, and strengths—"Front-loading × Technical capabilities × Risk management capabilities × Inter-departmental collaboration × Pioneering spirit"—is the source of our competitive edge and key point differentiation from other companies.
To support this strategy, we will attract diverse human resources through competitive compensation and the development of a supportive working environment, thereby fostering a vibrant organisation and driving talent development aimed at maximising our human capital.
With respect to diverse human resources, as a result of strengthening new graduate hiring from an early stage in anticipation of business expansion, we have shifted to a healthy pyramid-shaped workforce structure. We will continue to strengthen both new graduate and mid-career recruitment towards further business expansion.

Enhancement of Engagement

The Group regularly conducts engagement surveys to improve organisational strength over the medium term and to support the creation of a workplace environment where employees feel work engagement. The FY 3/26 survey results on employee engagement (a sense of unity and belonging to the organisation) for domestic staff further improved from the previous fiscal year and are at a favourable level compared with industry peers.
In the FY 3/26 engagement surveys of overseas staff as well, more than 80% expressed an intent to stay at Penta-Ocean Construction after one year, a figure that continues to rise year-on-year. This reflects a further improvement in the sense of unity with the Company through the pursuit of initiatives that heighten mutual understanding between supervisors and team members both corporate-wide and at worksites, including alignment with the corporate philosophy and vision, as well as work feedback.
In addition, as part of measures to enhance engagement, we are implementing various initiatives including the introduction of a stock benefit trust for employees (J-ESOP), enhancement of incentives for the employee stock ownership plan, and enrichment of various training programmes.







*1: Survey by Advantage Risk Management Co., Ltd. *2: Survey by the Company

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