

## OUR APPROACH

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## Striving for Safe and Secure Product Delivery and a Workplace that Showcases Every Employee

The Plant Construction & Engineering Business Group handles the final processes for products, including delivery to customers in the regions Meidensha services. This is the story of one person forging a new path for others to follow while guiding performance improvements using the latest tools and creating a workplace that utilizes women's strengths in the construction industry, a field facing a lack of skilled workers.

**Natsumi Sato**

Kanto Area Construction Section 1, East Japan Construction Department, Construction Work Policy Planning & Administration Division 2, Plant Construction & Engineering Business Group, Meidensha

In 2019, she became the first female site manager in the Plant Construction & Engineering Business Group, overseeing construction of a sewage processing facility.

- ① On-site communication is key to successful projects and vital for gathering information (Muraoka of MORITANI & CO., LTD. on the right)
- ② The power storage system, comprising NAS batteries and power converters. It reduces energy consumption by storing power during the night for consumption during the day.



### Positive Environments and Healthy Communication Increases Company Value

Tokyo's Miyagi Water Reclamation Center processes the water for most of Kita City as well as part of Itabashi, Toshima, and Adachi cities. One corner of the facility that processes the water for 17 square kilometers of Tokyo decided to upgrade its electrical equipment. Natsumi Sato is a tactful site manager from the Meidensha Plant Construction & Engineering Business Group. She joined Meidensha in 2017 and handled construction for the Tokyo Bureau of Sewage order at the young age of 26, masterfully adjusting schedules and forging plans between multiple contractors

while factoring in budgets and safety management. With her trademark cheer, she gets along well with customers and veterans of partner companies, who treat her like a friend. Kotaro Muraoka of MORITANI & CO., LTD., who coordinates work between cooperating companies, said that she is the first person he would call if anything ever happened.

**Sato** ▶ I talk with everyone I work with on-site, not just during work but during breaks, too, to make sure we maintain good rapport. Teamwork is the best way to prevent accidents and disasters.

She's planning to hand her responsibilities over to someone else in March 2026, and she has no reservations about having created

a better workplace.

Meidensha's Plant Construction & Engineering Business Group administers and supervises everything from planning and construction to ensure smooth site operations all the way through to delivery. Its predecessor, the Construction Department, was founded in October 1945 following WWII and the Plant Construction & Engineering Business Group handles all aspects of infrastructure for Japanese society, including water, sewage, electricity, broadcast transmissions, railways, and more. Within Japan, they oversee around 200 projects during the year—with some projects lasting as long as five years—and site

managers typically carry the lion's share of responsibility. Typically stationed at the site, they act as the face of Meidensha to customers. It's a vital role responsible for providing Meidensha with the details of everything from minor conversations to major issues, and they also help suggest solutions.

### Addressing Worker Scarcity by Including Women On-Site and Introducing State-of-the-Art Tools

2025 marked the 80th anniversary of the Plant Construction & Engineering Business Group. As the plant and factory industry looks toward the future, it faces issues with aging technicians and

a lack of skilled workers. We are actively working to introduce the latest tools like remote-controlled robots, employ ICT and DX at sites, and increase efficiency to prevent human error and enhance productivity. Some workers insist on doing things the old way, but the past several years have seen an increase of new ideas, such as data-driven visitor management and the centralization of construction information.

Sites continue to create better working environments for women, such as dedicated changing rooms, toilets, and locker rooms. When Natsumi Sato graduated from technical high school and began looking for work, a teacher recommended Meidensha, which

piqued an interest in working as a site manager.

**Sato** ▶ It requires more communication and detailed observation instead of manual labor. This industry is seen as a male-dominated one, and I wanted to make it more accessible to women.

Including herself, four women work at her site, and she'd like to see that number increase.

**Sato** ▶ I try to respect the achievements and trust cultivated by my predecessors and pass that down to new workers.

The Plant Construction & Engineering Business Group will strive to give life to Meidensha's products for the next 100 and 200 years.

