



NEC Solution Innovators, Ltd. Human Capital Report 2024

Message from the President

Our most valued asset is people. Through our Human Capital Management, we aim to create a work environment where employees experience a fulfilling life, and a genuine sense of well-being, which leads to joy and happiness in daily life.

As the importance of human capital management continues to grow, we are pleased to announce the release of our second Human Capital Report. Our unwavering belief that our people are the source of our competitive advantage remains strong. We are committed to investing in our employees and advancing our human capital management practices as fundamental activities to enhance both customer value and social value.

We believe that “disclosure” and “execution” are the two important factors in going forward with human capital management. We plan to disclose our information and continue dialog with stakeholders, including employees and external experts to further refine our programs. We also have gathered employees and formed a company-wide working group since last fiscal year to promote human capital management from the ground level up.

We truly believe that the Well-being of our employees holds the highest priority in human capital management. Well-being of the

employee is the foundation of our company and business growth, which then would increase the values delivered to our customers and contribute to solving challenges in our society. For that reason, we focus on “Health”, “Growth”, and “Job Satisfaction” of our employees, and take initiative united as company, to improve each of these areas.

In this edition of our Human Capital Report, we have thoroughly disclosed our activities. We wish to receive valuable feedbacks from various stakeholders, to have open dialogues and foster healthy competition with other companies to continue with our cycle of improvement. With our human capital management having its foundation built around the well-being of our employees, our goal is to become the company that can “Attract and Retain” current and prospective employees.

Chikara Ishii

President, NEC Solution Innovators, Ltd.



NEC Solution Innovators' approach to human capital management

Enhancing corporate and organizational value by maximizing employee well-being

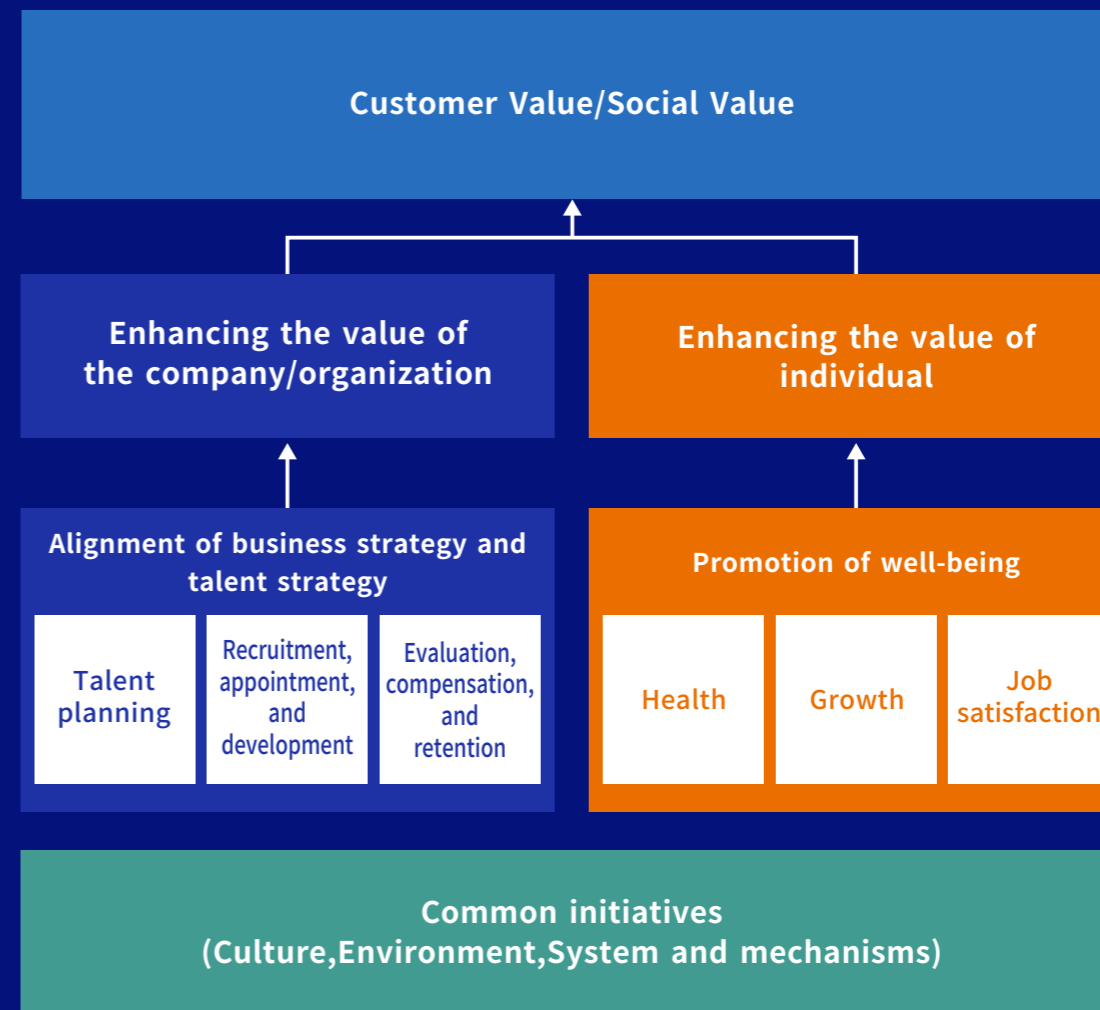
At NEC Solution Innovators, our goal is to elevate our human capital management by maximizing each employees' health, growth, and job satisfaction. To achieve this, we embrace the diverse values of our workforce by offering a variety of choices and promoting self-determination. We aim to provide the best opportunities and environments for professional growth while ensuring our employees maintain both mental and physical health. These initiatives drive the continuous growth of our employees and sustain our corporate value.

Embracing diverse values

By providing a variety of choices in our systems and measures, we aim to create an environment where individuals with diverse values can thrive and perform at their best, without having to conform to the company's convenience.

Promoting well-being

Health	We aim to create an environment where every employee can work energetically and authentically. Our goal is for each person to feel secure and connected with both the company and their team, allowing them to thrive in a healthy and vibrant manner that reflects their true selves.
Growth	From day one, we provide a robust training program and reskilling opportunities to help employees adapt to changes in the business environment. We offer unwavering support to those who are committed to their personal growth. By expanding the variety of options available, we empower employees to take charge of their own careers and make informed decisions about their professional development.
Job satisfaction	We strive to balance work flexibility with meaningful engagement. First, we focus on providing options for work hours, locations, and other choices, so employees can select what best fits their needs, ensuring work flexibility. Guided by our company's Purpose, we also aim to create an environment where each employee can pursue their personal goals and take on new challenges, ensuring meaningful engagement.



Implementation framework and KPIs

Company-wide working group (WG) activities and KPIs for enhancing human capital management

A company-wide WG activities are ongoing in the three areas described below to advance our human capital management.

Key Performance Indicators (KPIs) are set to ensure progress and objectively measure the status of each activity.

Both corporate and business units are collaborating closely to drive these initiatives forward.

Areas	Health	Growth	Job satisfaction
Targeted Goals	<p>Employees work confidently and energetically while maintaining both physical and mental health. Each individual actively participates in promoting their own well-being.</p> <p>Integrated Well-being Survey Indicator/2026 Employees feel they are working in a physically and mentally healthy and safe environment. Score of 4.0 points or higher (2023 score: 3.58)</p>	<p>Every employee, regardless of generation, has a strong desire for growth, actively pursuing their career goals and personal fulfillment, and experiencing tangible growth.</p> <p>Integrated Well-being Survey Indicator/2026 Employees feel personal growth through their work. Score of 4.0 points or higher (2023 score: 3.50)</p>	<p>Employees feel a sense of purpose, significance, and satisfaction in their work, finding joy and excitement in their daily tasks.</p> <p>Integrated Well-being Survey Indicator/2026 Employees feel a sense of purpose, significance, and satisfaction in their work. Score of 4.0 points or higher (2023 score: 3.43)</p>
Key initiatives for FY2024	<p>Achieving top-tier White 500 status</p> <ul style="list-style-type: none"> • Promoting work-life balance and ensuring adequate time off • Encouraging employees to take their vacation days • Introducing assertive communication training • Improving skills for self-management of well-being 	<p>Enhancing career autonomy</p> <ul style="list-style-type: none"> • Developing clear career plans through regular discussions with supervisors • Improving supervisors' coaching skills to better support employees' career development • Publishing career maps to clarify necessary skills for each role and making standardized job descriptions 	<p>Enhancing job satisfaction</p> <ul style="list-style-type: none"> • Helping employees understand the company's Purpose and develop their personal vision (MyWay*) • Creating opportunities for employees to take on new challenges by revitalizing the internal job posting system <p><small>* MyWay refers to each employee's personal mission in life</small></p>

Nikkei Integrated Well-being Survey (Ito Well-being Score): Under the supervision of Kunio Ito, Director of the CFO Education and Research Center at Hitotsubashi University, the Well-being Initiative Management Committee meticulously crafted the survey questions to measure employee well-being. The survey comprises 56 questions across five categories. Well-being in each category is rated on a 5-point scale, with a target goal of achieving scores of 4.0 points or higher in specific indicators.

Anticipating further progress in human capital management centered on employee well-being

Human capital management that values people as assets by prioritizing well-being

In my discussions with NEC Solution Innovators' management and HR teams, I was struck by their unique approach to human capital management, which places employee well-being at the forefront. They notably prioritize health over growth and job satisfaction, underscoring the company's genuine commitment to its employees.

While many companies focus on skill enhancement and reskilling—which are important—NEC Solution Innovators takes it a step further. They believe employees are invaluable assets and aim to support them in working healthily and living fulfilling lives. This sustainable perspective is commendable and clearly reflects their dedication to valuing people.

Anticipating future evolution from employee well-being to customer well-being

While the report shows current initiatives, it also highlights areas where the concept of employee well-being and the categories of health, growth, and job satisfaction need further development. The challenge ahead is to strengthen the link between these concepts and actionable measures, and to develop and implement concrete plans.

To accomplish this, it is necessary to define what human capital management aims to achieve and how to extend employee well-being to benefit customers as well, rather than limiting these efforts to within the company.

I am hopeful to see genuine efforts to create synergy between employee well-being and customer well-being, leading to a positive cycle in human capital management that is rooted in the well-being of employees.

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Noriyuki Yanagawa



\Orchestrating a brighter world

NEC

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