

Sustainability Report

February 2025

Management Solutions Co., Ltd.

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MSOL Group Basic Policy on Sustainability



Kunimasa Tamai

Executive Director & CFO
Chair of the Sustainability Committee

MSOL's approach to a sustainable society

Management for Social Happiness

By executing its mission of "Contribute to society's happiness through management," the MSOL Group pursues sustainability in the two forms of "Contributions to a sustainable society" and "Sustainable improvements in corporate value."
In order to achieve these goals, we adhere to the following practices.

Achieving the well-being of society as a whole

- We take ownership of resolving social issues that companies aim to resolve through business activities.
- We guide projects to success, as specialists in management, by resolving the issues faced by companies.
- We ensure psychological safety, boosting physical and mental health and happiness.
- We help achieve a society in which every one's individuality is respected.

Expanding our human capital

- We pay close attention to such issues as human rights and industrial safety and health, in addition to complying with laws and regulations.
- We place great importance on DEI (Diversity, Equity, Inclusion).
- We support employee efforts to develop autonomous careers.

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Issues Material to MSOL and their Relevance to Business

As a participant in society, we have identified the following material issues by considering their importance, the environment in which we operate, and the assets that are our strength. We propose measures to address them.

MSOL's Macro Environment

Economy

- Developments in DX, the 4th industrial revolution, the onset of Society 5.0
- Major shifts in product/service values

Society

- Aging society
- 100-year life era
- End of lifetime employment
- COVID/remote work normalization
- Diversification of work styles
- Acceptance of diversity; diversity revolution
- Spread of human capital/health and productivity management

Environment

- Enormous consequences of climate change
- Decarbonization commitments

■ Achieving the well-being of society as a whole

■ Expanding our human capital

Three material issues on which MSOL is working



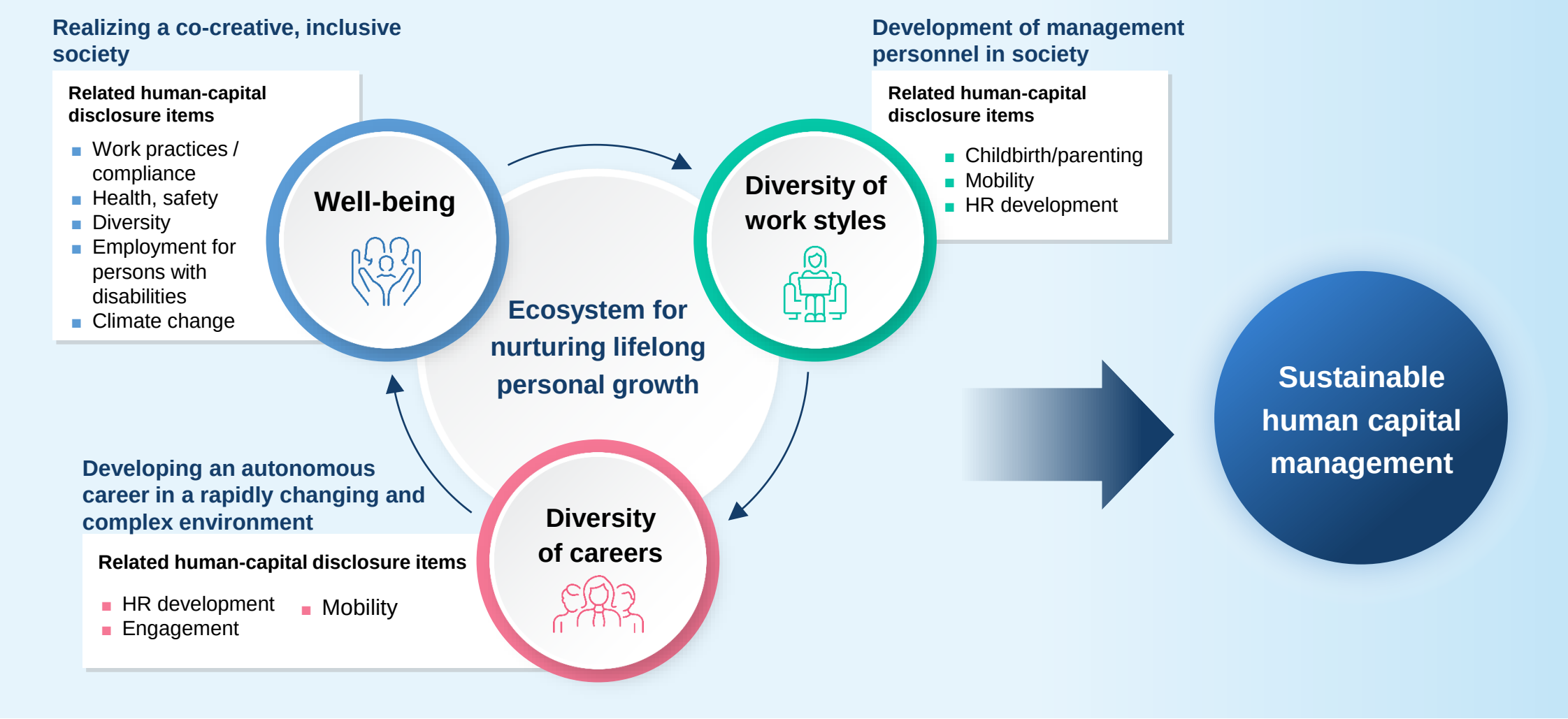
MSOL Assets That Can Contribute to the Economy, Society, and Environment

- **Management personnel**
- **Knowledge of management**
  (fundamentals & principles / models & deliverables)
- **Management training programs**
- **Project work environment making good use of remote work**
- **Location**
  Environment for training/events

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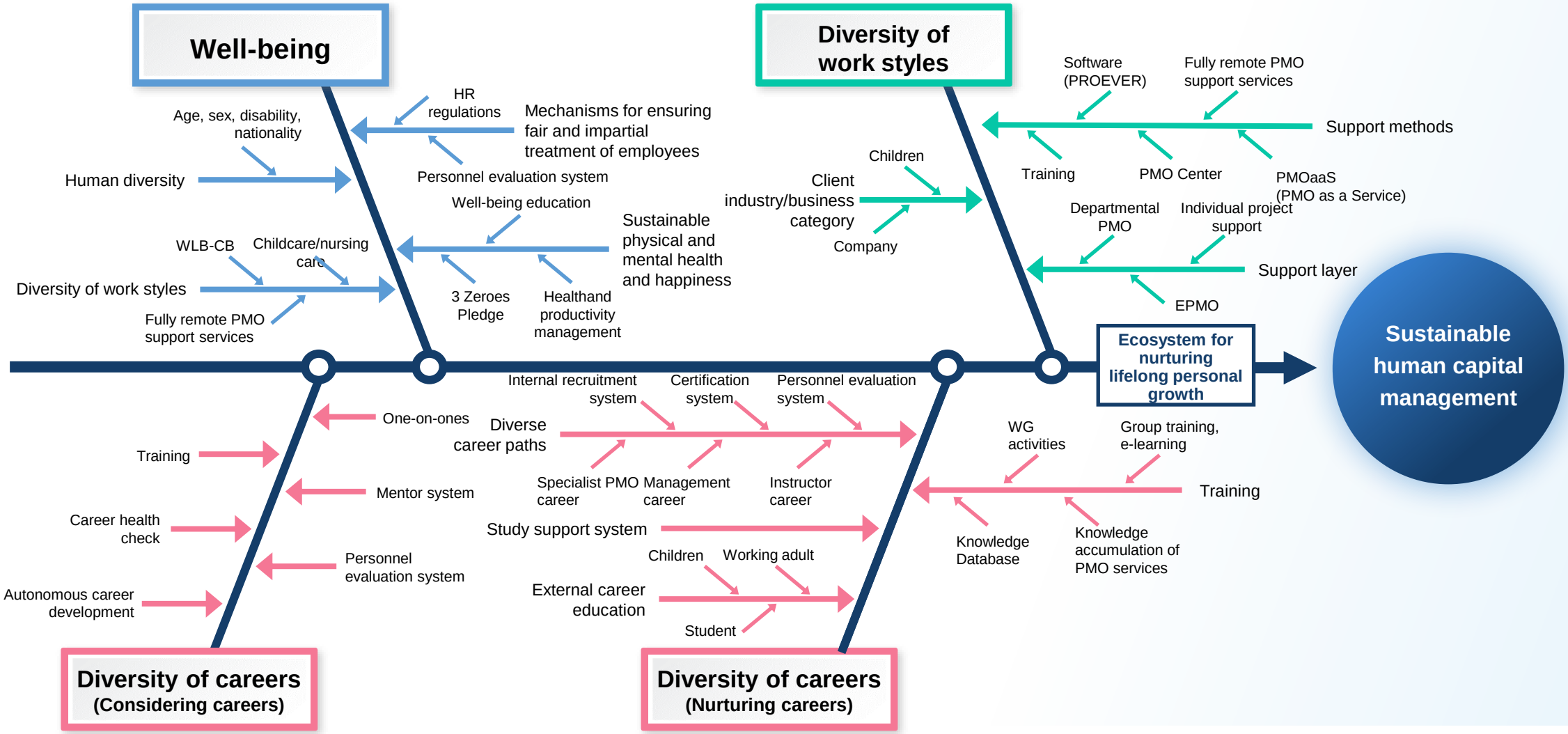
Human Capital Management and Its Affinity with Measures by MSOL

We aim to create an ecosystem for nurturing personal growth and achieve sustainable human capital management by increasing the well-being of employees, leveraging the versatility of PMO support, and conducting autonomous career development.



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1-1. Practice of DEI management

In terms of practicing DEI (Diversity, Equity, Inclusion) management, the Company recognizes the importance of diverse human resources and believes that assuring fairness and impartiality is essential for achieving acceptance and mutual trust.

Diversity as a growth driver for MSOL

MSOL seeks to utilize diverse human resources by evaluating the character of the individual regardless of nationality, race, background, refugee or human rights status, ethnicity, religion, sex, beliefs, age, physical characteristics, or sexual orientation. In line with our policy of zero tolerance of discrimination, we have established a system for discussing and revising regulations, and conduct employee training based on these revised regulations.

Importance of foreign and global human resources

In the midst of recent rapid changes in the social environment, the globalization of domestic companies is gaining momentum, requiring swift decision-making by stakeholders with diverse cultures and perspectives on business. This situation creates tremendous demand for foreign and global human resources with management skills.

The Company has avoided restrictions in the area of recruitment, and foreign employees currently account for around 3% of the total (as of October 2023). In collaboration with the non-profit organization WELgee, the Company has also recruited refugees in the past.

Promoting the understanding and accommodation of diverse gender identities

The Company revised its anti-harassment rules following discussions conducted in response to a suggestion from employees, added a prohibition against SOGI* harassment, as well as amending its employment regulations to allow same-sex couples to use congratulatory and condolence leave.

By making use of Tokyo's "Visiting service to support business operators aiming to become LGBT-friendly" we have also implemented company-wide training to promote better understanding of SOGI.

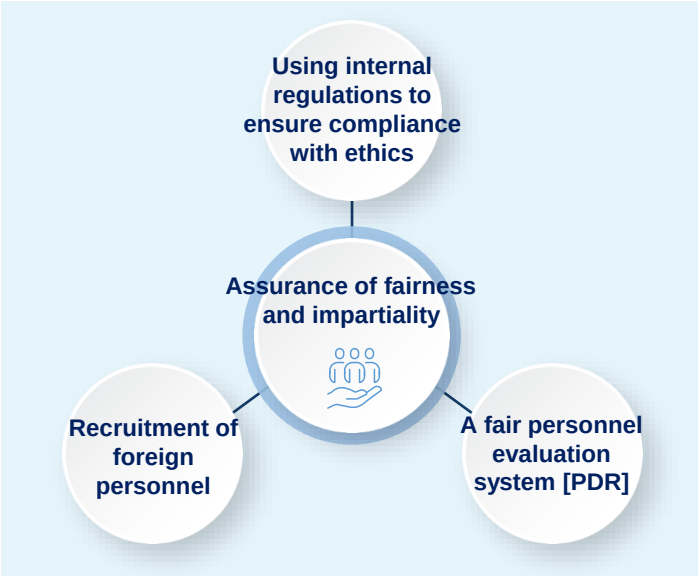
**SOGI: Sexual Orientation and Gender Identity

Initiatives for achieving the empowerment of women

On August 31, 2023, we obtained Grade 3 of the Eruboshi certification, which is the highest level.

What is Eruboshi certification?

- A system for certifying companies that have implemented outstanding initiatives for the empowerment of women in accordance with the Act on the Promotion of Women's Active Engagement in Professional Life.
- Having been recognized for fulfilling all five evaluation criteria, we succeeded in gaining a Grade 3 certification. (Our achievements are published in the Ministry of Health, Labour and Welfare database: https://positive-ryouritsu.mhlw.go.jp/positivedb/detail?id=42888)
- As an example, we put mechanisms in place to ensure that employees can take maternity or childcare leave without worrying. For details, please refer to p.8 of this report.





A fair personnel evaluation system [PDR]

When assessing employees, MSOL applies its PDR (Performance Development Review) system. Under this system, third parties who are not direct managers of the person being evaluated deliver the report on their performance. In contrast to general evaluation systems that are prone to allow everything to be decided at the discretion of the evaluatee's direct manager, we have continued to use this system as a means of assuring fairness.

1-2. Establishment of safe and secure childbirth/childcare leave system

Successful childbirth and childcare require the hard work and dedication of the family.
MSOL supports employees and their families through various systems in addition to the public childcare leave system.

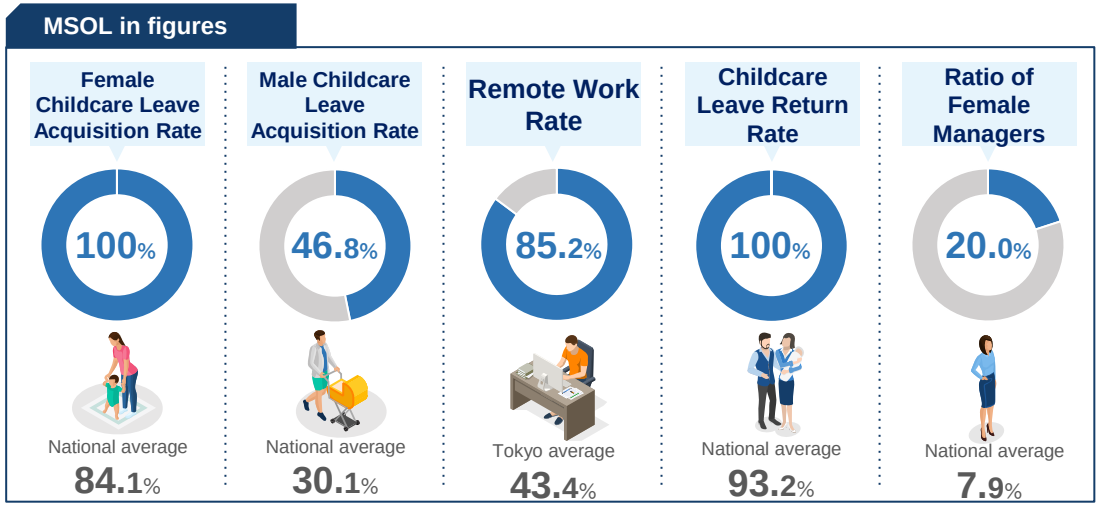
By adding pre-childbirth support and support for returning to work to the childcare leave system, we provide powerful backup for employee work styles.

System for providing support from childbirth to childcare

In addition to public systems, MSOL assists families through the following support systems before and after childbirth.

Pre-maternity leave adjustments	During pregnancy, employees may consult with the Company to adjust their working hours, working location, and rest periods, etc.
Maternity leave period	To ensure peace of mind for those facing childbirth, maternity leave of eight weeks (two weeks more than the statutory requirement) may be taken (MSOL maternityleave).
Maternity gift payment	Received when returning to work.
Short working hours system	Work styles that place restrictions on working hours are possible. (Male and female employees raising children who have not started elementary school are eligible) Furthermore, this system can also be applied to nursing care for close relatives.
Child allowance	Paid until children graduate from middle school.
Babysitter system	The All Japan Childcare Services Association (ACSA) subsidy program for those in need of babysitting support is applicable when employees attend training.

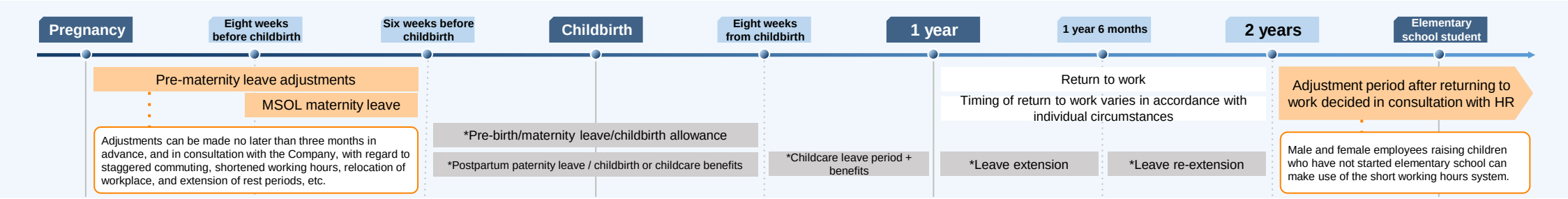
MSOL in figures



Source: Ministry of Health, Labour and Welfare, “Basic Survey of Gender Equality in Employment Management 2023.” Tokyo Bureau of Industrial and Labor Affairs, “Telework implementation rate survey results for March,” April 10, 2024. Actual figures from MSOL as of December 2024.

Example work styles

Legend: MSOL | Public system



*Please be aware that detailed conditions apply in relation to leave, childcare, benefits, allowances, and leave extensions, etc. under the Ministry of Health, Labour and Welfare and health insurance association systems.

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1-3. An environment allowing employees to choose working hours and location

By offering PMO services based on remote work, it makes working from home an option.
It is also a means of permitting MSOL employees to achieve a work-life balance between work and precious time spent with the family.

Support system for balancing home life and work

We provide flexible work styles that include working from home. By putting in place an environment that enables a comfortable balance between home life and work, we permit work styles tailored to the lifestyles of individual employees. Through such initiatives we provide support to enable all employees to continue their careers with peace of mind.

Furthermore, by subdividing the PMO menu and the number of man-hours for assistance according to client needs, we have established an environment that enables employees to work flexibly, and helps them to achieve work-life balance. These services can also be provided online, and have built a strong track record of assistance since before the COVID-19 pandemic as services that not only support flexible work styles by employees, but also address the diverse needs of clients.

MSOL Family Day

It is the families of employees who support them in the background, and we believe that it is precisely because of their understanding and cooperation that we are able to secure diversity among employees. We held an MSOL Family Day to provide an opportunity to convey our gratitude to these families and partners. Family Day is an event in which families are invited to the head office and branch offices in order to learn more about MSOL and the employee's coworkers.

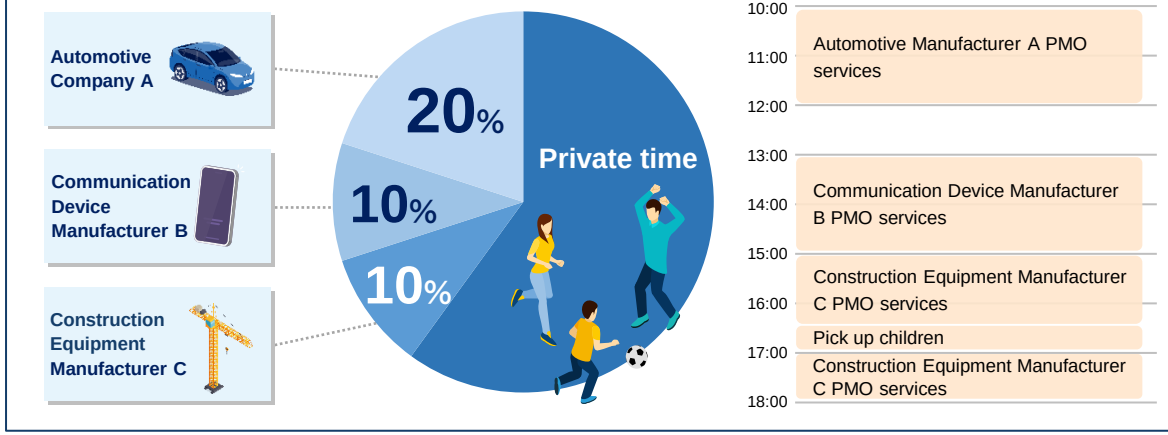
This year marked the second time it had been held, and we worked to encourage mingling between those attending by preparing various participatory events for families on edutainment (education and entertainment) themes that blended fun with learning. We provided events at stalls with a festival theme and held sessions to give children a taste of the “Tsui-Tsui Card” card game for protecting young people from dependence on video games and the internet.

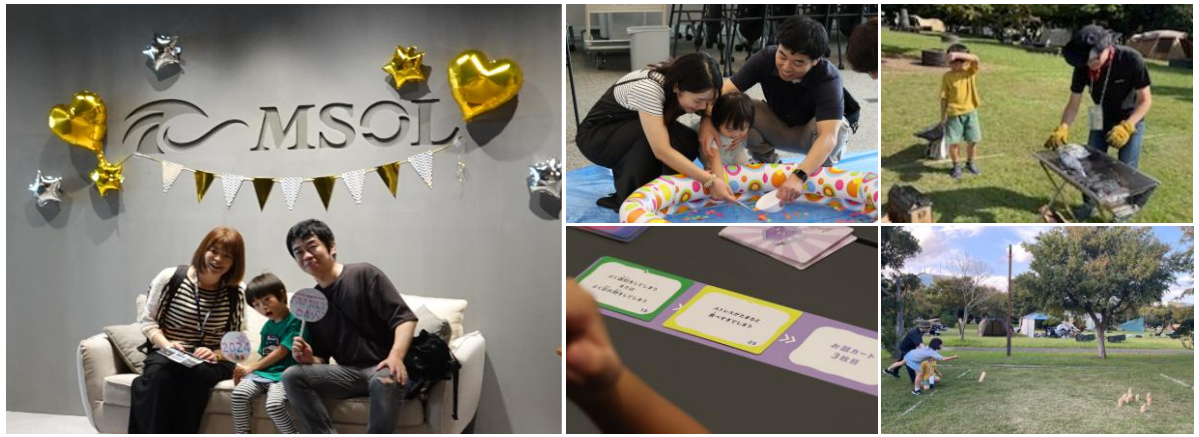
Collaborative educational outdoor events for children

We hold participatory outdoor events for families. This year we added “collaborative water education” to the curriculum, and it is beginning to establish itself as a reskilling space for families to learn together.

Example A day of an employee working in PMO ONLINE

—Service to individual clients is provided in hourly units—





1-4. Sustainable physical and mental health and happiness

Based on a spirit of well-being (happiness and health), MSOL is implementing initiatives that incorporate an awareness of the importance of health and productivity management.

Basic training in psychological safety

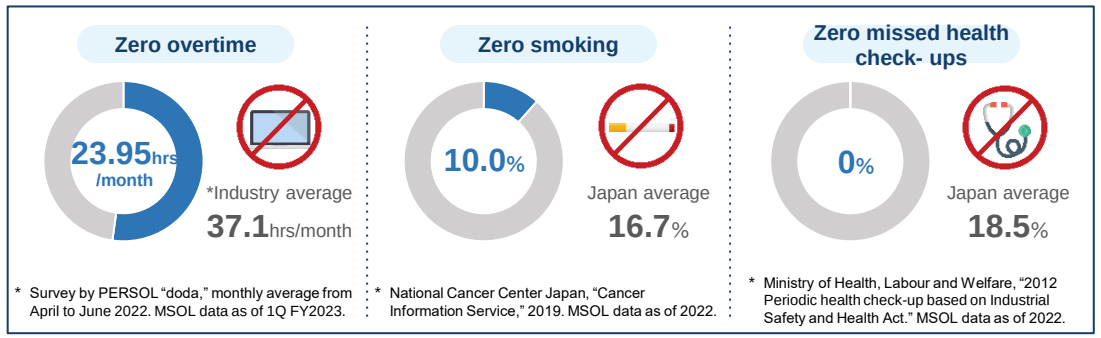
We implement “Basic training in psychological safety,” where employees experience for themselves the significance of psychological safety, which is one of the most important factors determining improvements in team performance. Participants learn how to create situations in which team members are able to find their own approaches to working with enthusiasm, and study the basics of how to build a team that achieves its objectives. In the fiscal year ended December 31, 2024, this training was held four times, with participation by a total of 43 people.

Total well-being: Learning from value creation systems

During PMO Certification training and e-learning, we teach “Total well-being: Learning from value systems” to project management personnel, which focuses on attitudes to achieving “well-being” (health) for oneself, approaches to planning, and the development of a sense of purpose, a sense of ownership, and a sense of independence. In this way, we promote initiatives for the health of diverse individuals. In the fiscal year ended December 31, 2024, a total of 226 people received this training.

3 Zeroes Pledge

MSOL is rolling out “3 Zeroes” activities as part of its health and productivity management initiatives. In some cases we have not hit our targets, but we continue to make the utmost effort to achieve our objectives by rolling out programs across the Company.



* Survey by PERSOL “doda,” monthly average from April to June 2022. MSOL data as of 1Q FY2023.

* National Cancer Center Japan, “Cancer Information Service,” 2019. MSOL data as of 2022.

* Ministry of Health, Labour and Welfare, “2012 Periodic health check-up based on Industrial Safety and Health Act.” MSOL data as of 2022.

On March 11, 2024, the Company was certified as a Health & Productivity Management Outstanding Organization 2024 in the large enterprise category.

2024 健康経営優良法人 Health and productivity

MSOL’s approach to physical and mental health

- At MSOL, we aim for each and every employee to work as professionals to condition their physical and mental health with the goal of becoming business athletes who provide better services to customers. In order to build such an organization, the different departments of the Company work together to promote health and productivity management, under the leadership of the President in his role as CEO.

The Health & Productivity Management Outstanding Organization program and overview of certification

- This is a **program that recognizes corporations that are practicing particularly outstanding health and productivity management**, based on initiatives that address health issues in the community, and on health-promotion initiatives promoted by the Nippon Kenko Kaigi.
- Among other requirements, the Company fulfilled those for ensuring that 100% of employees undergo health checks, and for reducing smoking rates. (Our initiatives are disclosed on the corporate website: https://www.msols.com/company/health/)

Other initiatives for health

■ **Club activities**	(We cover club expenses and actively promote such activities.)
■ **Limiting the recruitment of smokers**	(We are taking specific steps to achieve zero smoking, such as by selecting non-smokers or people prepared to stop smoking as a condition of recruitment when making new hires, and by publicizing the knowledge of those who have successfully quit smoking to existing employees.)
■ **Practical videos on maintaining health**	(For example: videos on stretching to relieve lack of exercise)

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1-5. Initiatives related to activities outside the Company, beginning with a shift to cleaner working environments

The Company seeks to raise the awareness of all employees by continuously implementing activities to drive the shift to cleaner working environments, primarily in the back office.
As a form of contributing to the community, we also call on employees to venture outside the Company to participate in cleaning events in the Akasaka and Roppongi districts.

Participation in cleaning events in the Akasaka/Roppongi districts where the head office is located

Cleaning Newsletter

In order to provide a safe working environment, we implement workplace environment cleaning activities in which employees participate. Furthermore, as in internal educational initiative the Company disseminates material on cleaning activities in its “Cleaning Newsletter,” which is made available on the internal portal site once or twice a month. This is used to convey a variety of information, such as sorting office garbage, matters of which to be aware, and lost and found items.

These are not confined to internal activities, as their scope has been expanded to include educational content on a variety of topics, such as reporting on participation in cleaning events in the Akasaka and Roppongi districts where the head office is located, and SDGs.





Roppongi Charter for Safety & Peace of Mind / Roppongi Safety & Peace of Mind Project

We share the aims of the Roppongi Charter for Safety & Peace of Mind, and we participate in educational activities for the project and also in actual cleaning.

***What is the Roppongi Charter for Safety & Peace of Mind?**
This is a document that was formulated and adopted on July 23, 2013, by the Roppongi Local Development Committee on Safety & Security (an organization that promotes specific measures for public order in the area) in collaboration with local residents, businesses, and government agencies, and sets out rules for both maintaining public order by which all people should abide in the Roppongi district, and creating a beautiful environment.

Roppongi cleanup event, held by the Roppongi Hills Neighborhood Association

We participated because we share the objectives of the event, which aims to make the street of Roppongi cleaner and to encourage mingling between people from different buildings in the district.





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1-6. Job creation for employees with disabilities

We support disabled employment by opening MSOL farms on the Work Happiness Farm (operated by S-Pool Plus, Inc.) and hiring people with disabilities to work as general laborers.

We contribute to a world where people with disabilities can work long-term with peace of mind

As we encourage autonomous career development at MSOL, we focus on “work” based on an approach of reasonable accommodation rather than on “deliverables = vegetables” at the farms as well. We motivate employees and create a work environment where employees can find their work rhythm, cooperate with each other and continue to work.

Labor and harvest

There are 10 staff members with disabilities and 4 farm managers providing work support employed at the Koshigaya and Koshigaya No. 2 farms (as of November 2024). The farms are managed by a farm manager and up to three staff members with disabilities.

Vegetables are harvested add the farm around once a week and bundled into two to three types for distribution to employees. As staff improve their skills, they have been able to move from easily cultivated vegetables to the challenge of growing and harvesting seasonal vegetables, such as Chinese cabbage and eggplant.

Interview with manager in charge of farms



Our farm work style

On the farms we have implemented various measures to ensure a stable and comfortable working environment in the long term. We have set our own rules in addition to the regular farm rules, and we strive to create an environment in which staff can communicate smoothly with each other while maintaining their physical and mental condition. In addition, rather than simply cultivating vegetables we make efforts to work with an awareness of personal development, such as by having all staff make observational notes while harvesting, conducting reviews, and working to make improvements at the next harvest. We are investigating having staff decide for themselves which vegetables to cultivate and harvest going forward.

Intra-Company Communication

The harvested vegetables are distributed to the various offices of the Company as part of employee benefits, and are popular because the producers of the food are known. Comments on the vegetables are collected using internal communication tools and in notebooks, and provided as feedback to the farm to further motivate staff.

The provision of opportunities for employees who usually work in the office to visit the farms and experience farm work alongside staff not only energizes communication but also drives various other positive results, such as improving understanding of persons with disabilities.

Cultivated and harvested on the farm



Distributed to offices



“We enjoyed the Chinese cabbage received in a stew, and the egg plant in a peperoncino pasta”





1-7. Supporting soccer for people with disabilities

By partnering with JIFF (Japan Inclusive Football Federation), we support the development and implementation of inclusive education programs.

As an official partner, we use our strengths in management to support the creation of unity in diversity

We have entered into a partnership with JIFF because we agree strongly with its philosophy of creating unity in diversity through soccer so that everyone can reap the rewards of sport regardless of disability, and everyone's individuality is respected.



JIFF | サッカーなら、どんな障害も超えられる。

Source: Japan Inclusive Football Federation

Issues associated with the creation of unity in diversity in Japan

In today's Japan, there are few places where people who do not have disabilities can spend time with people that have disabilities, and there is a tendency for those with disabilities to be treated as "special." The separation of the educational process can lead to unconscious barriers in the minds of those without disabilities, and tends to result in a focus on things that people with disabilities cannot do.

The concept of social inclusion has already taken root in European countries. Opportunities to make everybody feel equal are increasing, and include social firms where those with and without disabilities work in the same position, and inclusive education where children with and without disabilities learn in the same classrooms, but there is still significant room for the current situation in Japan to be improved.

MSOL's role as an official partner of JIFF

JIFF's objectives are to use sports to provide opportunities to change negative perceptions of persons with disabilities, and to use sports to help achieve a society that is easier for all to live in, regardless of whether they have disabilities or not. By utilizing our strengths in management, MSOL provides powerful support for JIFF as it pursues its goal of creating unity in diversity.







1-7. Supporting soccer for people with disabilities

By partnering with JIFF (Japan Inclusive Football Federation), we support the development and implementation of inclusive education programs.

By providing development and implementation support for inclusive educational programs we help create a communal society in which everyone's individuality is valued

MSOL's mission is to contribute to society's happiness through management.
We share the aims of the JIFF, which seeks to create unity in diversity through soccer, and we have provided support as an official partner for six consecutive years as a way of fulfilling our corporate social responsibility.

Development of Class Contents



We have developed contents for inclusive classes designed for elementary and middle school students. In addition to the existing class for deaf and blind/partially-sighted soccer, we have also supported the development of content for social football (football for people with mental health problems), CP football (football for people with cerebral palsy), and amputee soccer (football for people who have experienced amputation).

Training assistants



In addition to working behind the scenes as a PMO, we participated in training, assisting to ensure smooth training management. We assisted teachers of disabled soccer players by helping them read the room, helping them call on children, and taking photos of the training.

Opportunities for holding classes



To increase the number of classes we hold, we have approached elementary and middle schools across the country, introducing education programs to governmental and corporate bodies, and we have asked our employees to refer schools to us.
As a result, we held a total of 118 classes in FY2023 (YoY +128%).

Sponsor Acquisition



We identified companies sharing JIFF's philosophy among our clients and managed all partnership contracts and sounding out of potential sponsors internally. We have signed three sponsors so far.

Project management support



Eight employees and eight prospective employee interns have acted as PMOs to support the project management of JIFF's education program development. We demonstrated all of our PMO skills including meeting coordination, facilitation, and taking minutes, and consequently improved the inclusive education system. We will continue to contribute by increasing opportunities for people with disability to fully participate and by promoting greater understanding in society.



MSOL receives the 8th "Enterprise Volunteer Award – Inclusive Society Encouragement Award"

↑ The inclusive educational program to which MSOL has provided development and implementation support since 2019 has been highly rated for delivering classes that promote understanding of diversity and people with disabilities to elementary school and middle school students. As a result, the Company received an award at the Enterprise Volunteer Festival 2023 held on February 22, 2023.

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1-8. Initiatives related to climate change

MSOL promotes sustainable measures for a decarbonized society.

Implementation of Green Energy*

We submitted a request form for the application of non-FIT and non-fossil fuel energy to Mitsui Fudosan Residential Co., Ltd., the owner of our Tokyo Midtown headquarters, in order to change the energy used there.

As a result of this request, the switch to green energy was achieved in April 2023. Currently, in the area we occupy exclusively as tenants, we use a renewable energy service that uses residential solar power generation, facilities, etc., for which the electricity purchasing period for feed-in tariffs (FIT) has expired.

We anticipate a 54.14t annual decrease in CO_2 emissions, equivalent to the preservation of approximately 3,867 cedar trees.

* Green energy being energy that emits no CO_2: renewable energy such as solar or wind.



Promoting a Paperless Office

By going paperless, we will use fewer resources and suppress our CO_2 emissions.

- Abolishing of printouts of electronic files used for projection or sharing at internal meetings
- Digital decision system used for 100% of approval documents
- Reduction of documents submitted when hiring and documents related to year-end adjustments due to the introduction of an HR system
- By introducing a digital contract system, we have cut carbon emissions by 2,635kg, saved 27,596L of water resources, conserved 1,122kg of forest resources, and reduced waste by 181kg (cumulative results since its introduction in 2021)
- Reduction in printed business cards thanks to the introduction of digital business cards



Management Training for Climate Change Solutions

In an era characterized by volatility, uncertainty, complexity and ambiguity (VUCA), there is a need to create and build new value to resolve issues that have never been solved before. This requires concept planning facilitators in the form of management personnel who can investigate measures to resolve such issues through exploratory concept planning. As part of our efforts to help address climate change, MSOL has designated “climate change” as the work theme used in training during management education for concept planning, with the objective of nurturing managers who can even support the drafting of proposals to resolve climate change- related issues.

Mitigation of environmental impacts by reducing electricity used in offices

As part of our “3 Zeroes Pledge,” we are working to achieve “zero overtime,” and to promote reductions in overtime to reduce electricity used in offices for electronic equipment, air conditioners, lighting, and other devices.

Moreover, by promoting working from home we have optimized office space and achieved further reductions in electricity used in offices, and this has also helped reduce waste generated by employees on a day-to-day basis.

Through proactive use of cloud services we also seek to minimize the ownership of physical servers, which reduces electricity consumption and thus mitigates the impact on the environment.



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2. Diversity of work styles	**2-1. Provision of services to clients in diverse industries and business categories**	Training, PMO Center, PROEVER, EPMO/Departmental PMO, Digital	
	2-2. Provision of platform to support transformation to an autonomous organization	PMOaaS (PMO as a Service)	
3. Diversity of careers	**3-1. An environment for thinking about careers**	One-on-ones, mentors, career training, career health checks	
	3-2. An environment for nurturing careers	Internal recruitment / certification system	
	3-3. An environment for nurturing careers (for students)	Career management education for high-school students	

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2-1. Provision of services to clients in diverse industries and business categories

We provide support to offset shortages of management in society by providing services in a variety of formats.

Support through PM education (Training)

With the intention of using education to nurture the management leaders who will be responsible for transforming society, MSOL has made the know-how and experience it has accumulated over the past 20 years available to the wider society.
By making the same education and certification systems used by our employees widely available to external clients as well, we will increase the number of management leaders in society.

*Number of external customers only (excludes MSOL employees)

	FY24 Results	FY24 No. of Participants*	Total Number Certified*
PJA certification	7 training sessions + 1 exam provided via e-learning	25	17
PJC certification	7 training sessions + 1 exam, three times yearly	88	61
PMA certification	7 training sessions + 1 exam, three times yearly	13	1



PM support for management processes (PMO Center)

Leveraging the experience we have accumulated over 20 years, we have packaged various PMO services for helping projects get off the ground quickly and managing them efficiently. By providing support remotely, we are able to offer a high-quality service at a low cost.

Support through PM tools (PROEVER)

We support visualization and improving efficiency for project management by smoothing the communication in the organization by using tools. By enabling the allocation of human resources within the organization to higher value-added services, we support the creation of autonomous organizations that can perform more sophisticated project management.

Support for organizational transformation (EPMO / departmental PMO)

By linking two layers of management—management of individual projects aimed at promoting transformational activities, and cross-cutting management of multiple projects and organizations (EPMO / departmental PMO)—we cover the organization as a whole and contribute to the success of transformational projects in their entirety.

Support for digital transformation (Digital)

From our perspective as management professionals, we support the digital transformation (DX) of clients in highly volatile business environments.

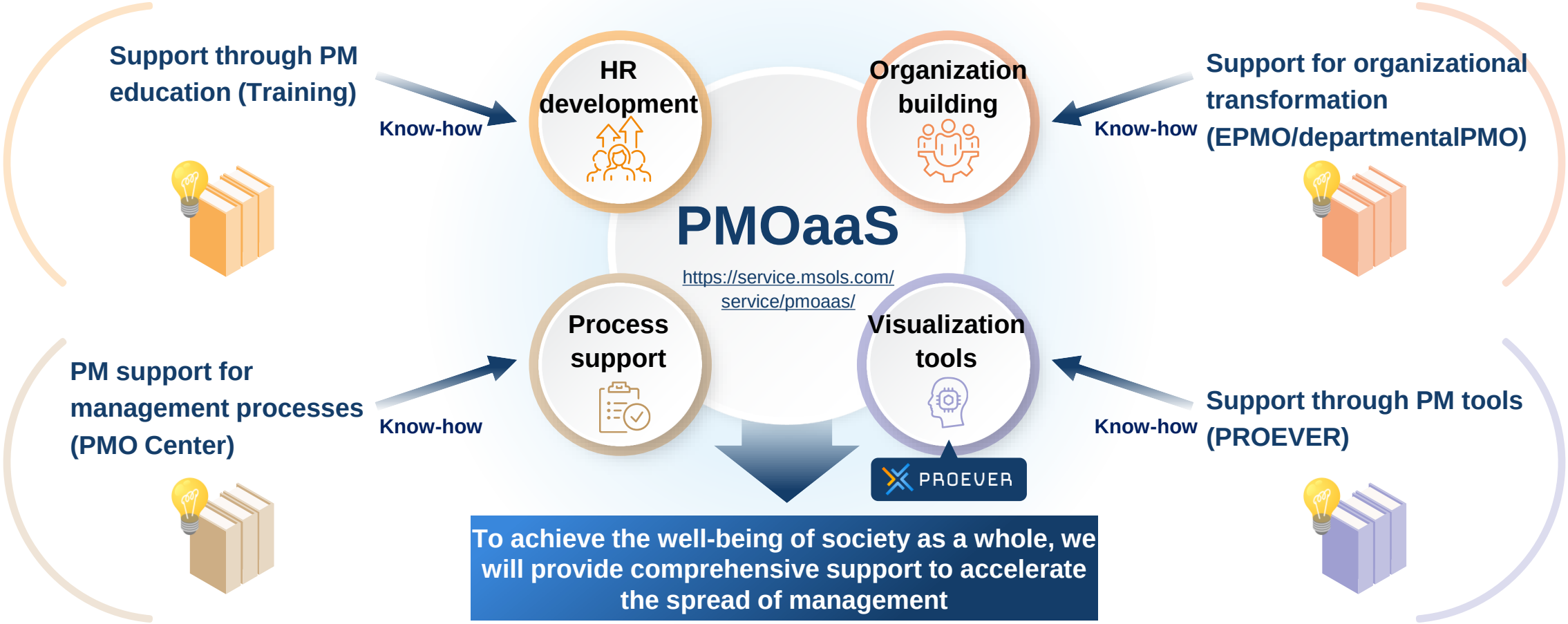
The spread of management enhances the sustainability of society

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2-2 Provision of platform to support transformation to an autonomous organization

By combining the know-how obtained from various services to develop a comprehensive range of services, we support the transformation to an autonomous organization.

We draw together the know-how obtained from providing the individual services to develop a comprehensive range of platform services.
While tailoring services to a diverse range of clients on the one hand, we also leverage the versatility of management to generate new services that are a combination of existing services.



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0. Introduction	MSOL Group Basic Policy on Sustainability	Human Capital Management and Its Affiinity with Measures by MSOL	
	Issues Material to MSOL and Their Relevance to Business		
1. Well-being	**1-1. Practice of DEI management**	Well-being of the organization	Address foreign human resources and diverse gender identities, personnel evaluation system
	1-2. Establishment of safe and secure childbirth/childcare leave system		Enhance systems related to maternity/childcare leave, etc.
	1-3. An environment allowing employees to choose working hours and location		Flexible working environment utilizing working from home
	1-4. Sustainable physical and mental health and happiness		Initiatives for health management (3 Zeroes Pledge, etc.)
	1-5. Initiatives related to activities outside the Company, beginning with a shift to cleaner working environments		Shift to cleaner working environments, participation in local cleaning events
	1-6. Job creation for employees with disabilities	Well-being of society	Management of MSOL Farm
	1-7. Supporting soccer for people with disabilities		JIFF-MSOL Collaboration
	1-8. Initiatives related to climate change	Well-being of the planet	Sustainable measures for a decarbonized society
2. Diversity of work styles	**2-1. Provision of services to clients in diverse industries and business categories**	Training, PMO Center, PROEVER, EPMO/Departmental PMO, Digital	
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3-1. An environment for thinking about careers

We establish opportunities for exploring the individual's own compass, forming cycles to acquire new awareness in preparation for turning points at different life stages, or for career choice opportunities.

The advent of the 100-year life era requires day-to-day planning to prepare for career change and future life stages

In addition to various educational programs, MSOL has prepared mechanisms to track individuals on their increasingly diverse career paths. In other words, we will provide ongoing assistance to not only enhance their skills, or offer the previous kind of standardized career development, but also career health checks to enable each individual to shine more brightly, and training that permits them to develop careers that are even more fulfilling. The same approach also applies to so-called health and productivity management.

Career health check

MSOL has established career health checks as a system for supporting career development by employees.

When developing careers it is said to be important to envisage career direction and to design inflection points (turning points), but then allow oneself to drift with the current. MSOL provides career training and career consultations that help the individual to deepen self-understanding and to envisage the direction of their career.

One-on-one meetings, mentor system, evaluation system

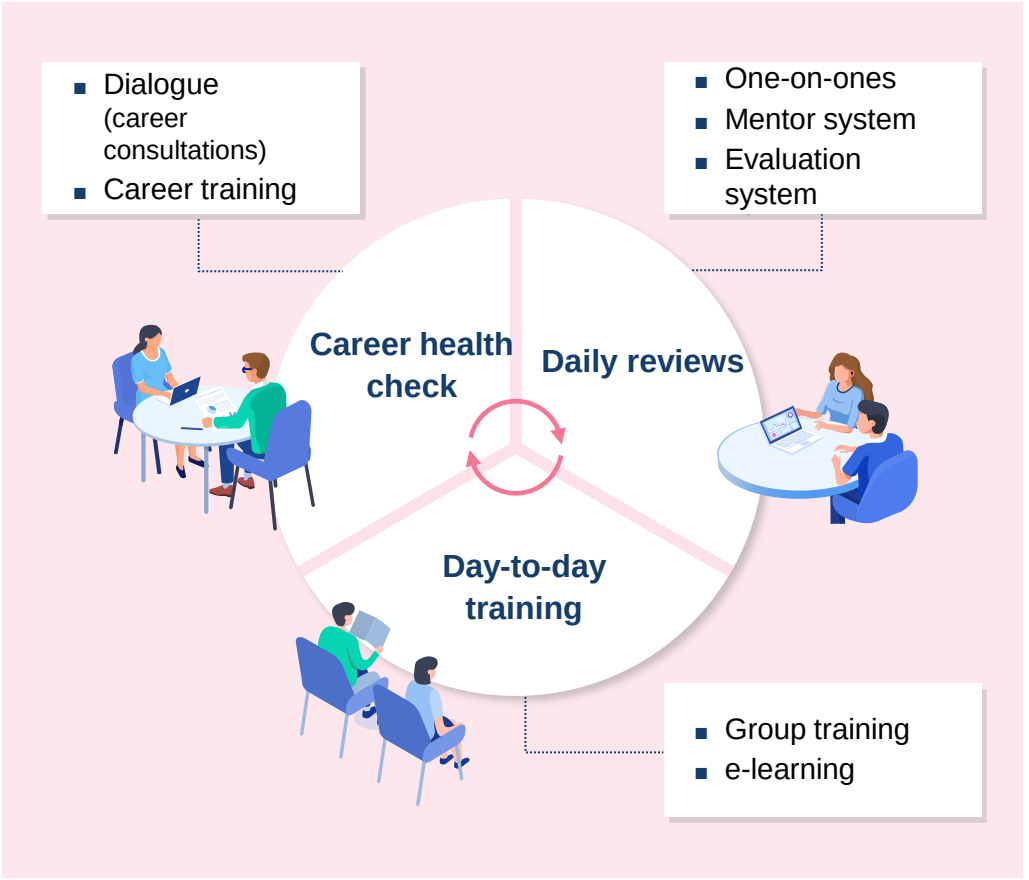
All employees record their own career vision in MSOL's goal management system, based on which they set their own goals and perform their day-to-day duties.

During reviews of day-to-day duties, not only are one-on-one meetings conducted between superiors and subordinates but the mentor system and career health check consultations are also used to create opportunities for communication with a wide range of advisors. In this way, by providing opportunities to incorporate the perspectives of third parties, and opportunities to consult frankly on matters other than their duties, we enhance psychological safety for employees and promote the rediscovery of their own potential.

By blending outcomes with the certification system, we link evaluations to the next step.

Day-to-day training

Support for acquiring various qualifications, and support systems for learning foreign languages lead to reskilling for employees and the opening up of new careers. For details, please refer to p.22 of this report.



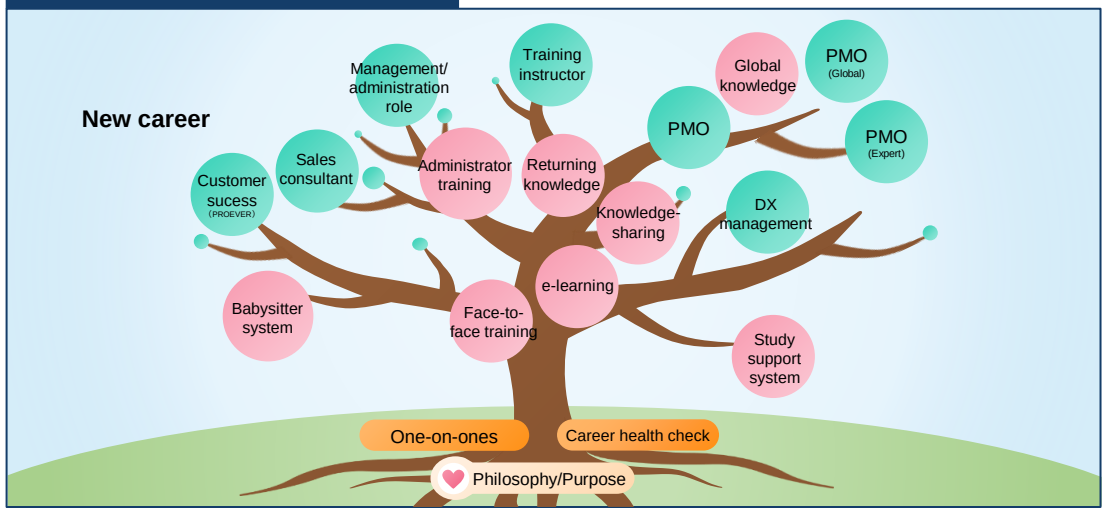
3-1. An environment for thinking about careers

We establish opportunities for exploring the individual's own compass, forming cycles to acquire new awareness in preparation for turning points at different life stages, or for career choice opportunities.

Mechanisms to obtain a diversified career outlook and our approach as a company that provides sincere support for them lead to happiness for the organization and society

In a VUCA era, human resources who can contribute to diverse stakeholders are necessary. To this end, we provide support through education to enable individuals to take the lead in nurturing their own careers.
Employees can attend the various training programs prepared by MSOL as students, but they can also volunteer to become instructors. This training system incorporates a variety of elements, such as those leading to qualifications, and those required to select the individual's career, and is updated on a daily basis to enable users to build a diversified career tree. To assist in this, we have introduced initiatives that minimize opportunity losses, such as the study support system and the babysitter system.

Diverse career trees



Diverse career paths

Mastering management, which is a universally valuable skill that is essential for economic activity in any corporation regardless of industrial sector, leads to career progression through the internal recruitment system as well as participation in new areas and various stages.

Internal recruitment system	We provide an environment for achieving a variety of careers, depending on the employee's career background and desired career path.
PMO/Global Certification system	From the perspective of HR evaluation, acquisition of PMO certification leads to promotion. The use of the certification system by employees not only results in career progression but is also reflected in remuneration.
Employee instructor	Employees can receive training to acquire the necessary knowledge for PMO, and if they wish to return their own knowledge to the Company, they can also volunteer to become instructors. We have put in place an environment that allows employees to enjoy the challenge of a diverse career. Over 90% of instructors for internal training are employees. By creating a space in which training is used to generate new awareness in students, we not only drive learning among those taking the course but also enhance the skills of the instructors as training facilitators as well as their PMO skills.

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3-2 An environment for nurturing careers

To meet the needs of an era of increasingly diverse career choices and rapidly changing goals, we maintain and update a training system that tracks the career of each individual.

Training and knowledge-sharing to support diversity



Group training, e-learning

To enable employees to develop their careers autonomously, we provide an environment in which they can take about 100 training courses held 200 times per year (both in group training and e-learning formats). These include both those sold externally and those designed to share knowledge for internal use, allowing employees to learn both business fundamentals and academic, broad, systematic learning, as well as practical examples unique to those with experience. Employees can choose their own training to acquire the skills needed for their individual career vision or those required in their current job.

Returning & sharing of knowledge

When implementing PMO activities, the knowledge acquired each time is shared as part of an initiative for storing knowledge. The shared knowledge is used not only to build a knowledge database but also to create a cycle of small-scale study sessions, medium-scale training, and training for external sales, with updates made on a daily basis to provide the latest learning opportunities.

PMO Practical Course / PMO Certification system

We have developed a management skills program based on PMO support knowledge and officially offer it within the Company as a curriculum for basic learning and a certification system for promotion and advancement.

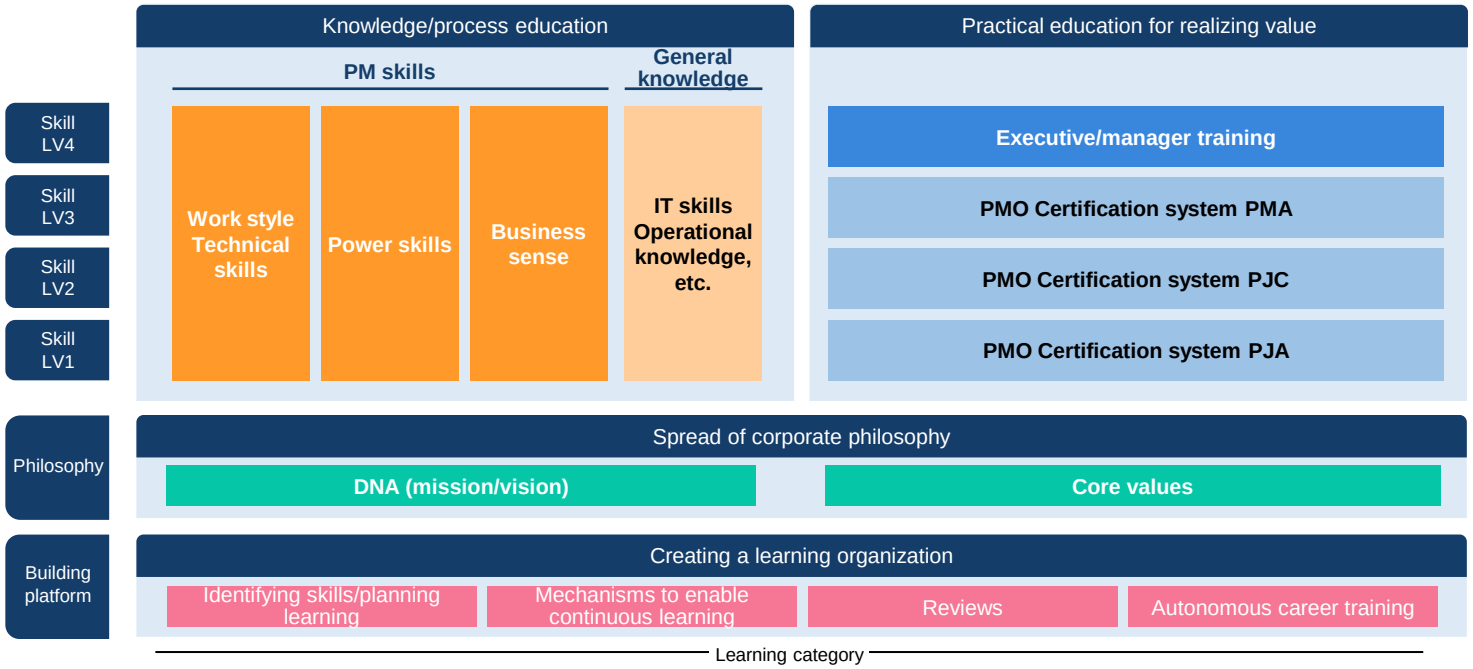
Support system to assist career development



Study support system

The Company also promotes qualifications from the perspective of qualitative improvements in PMO support, including PMP®, scrum master, agile software development engineer certification, information technology qualification, etc. and provides support for the expenses associated with self-improvement. Anticipating the expansion of global projects, MSOL also provides subsidies for learning English.

Content can be arranged for the renewal of these qualifications, and it is also possible to attend events and seminars held by the Japanese branch of PMI on a corporate basis, which leads to opportunities for reskilling and participating in global projects.



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3-3. An environment for nurturing careers (for students)

By providing career management education for students, we will produce countless personnel who can create value for the future.

By giving management education to children, we produce countless personnel who can visualize the people they want to be and the future they want to see

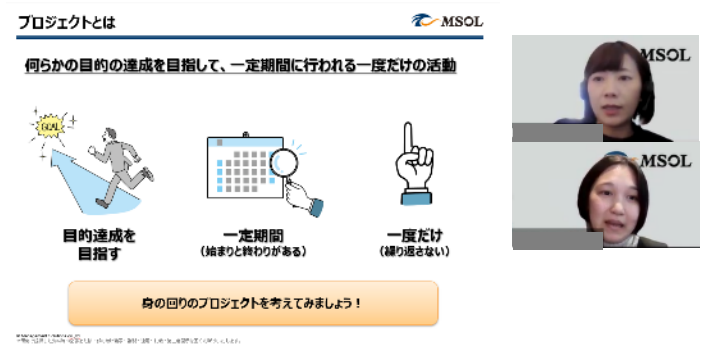
Ohzora High School's motto is 'A school where you can become the adult you want to be' – to this end, it gives students opportunities to interact with adults from all walks of life.
We followed up on the online class we provided to the students of Ohzora High School last year by giving a two-day online class again this year to high school students.

Class Content

On the first day we gave an explanation of our business and services under the title of "What sort of company is Management Solutions?" before using familiar examples to discuss the subjects of "What is a project?" and "What is project management?"

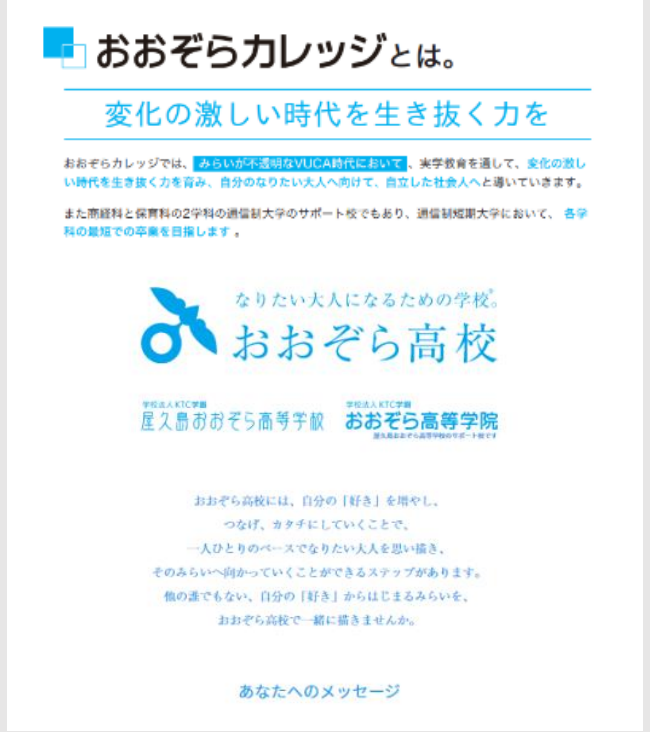
On the second day, having given participants a sense of what project management is about, we took the theme of familiar journeys and utilized groupwork implemented via an online whiteboard to put the students in the position of PMO, allowing them to experience project management for themselves.

The lecture underway at Ohzora College









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MSOL

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