

Sustainability Report

August 2025

Management Solutions Co., Ltd.

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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	
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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/KENKO Investment for Health

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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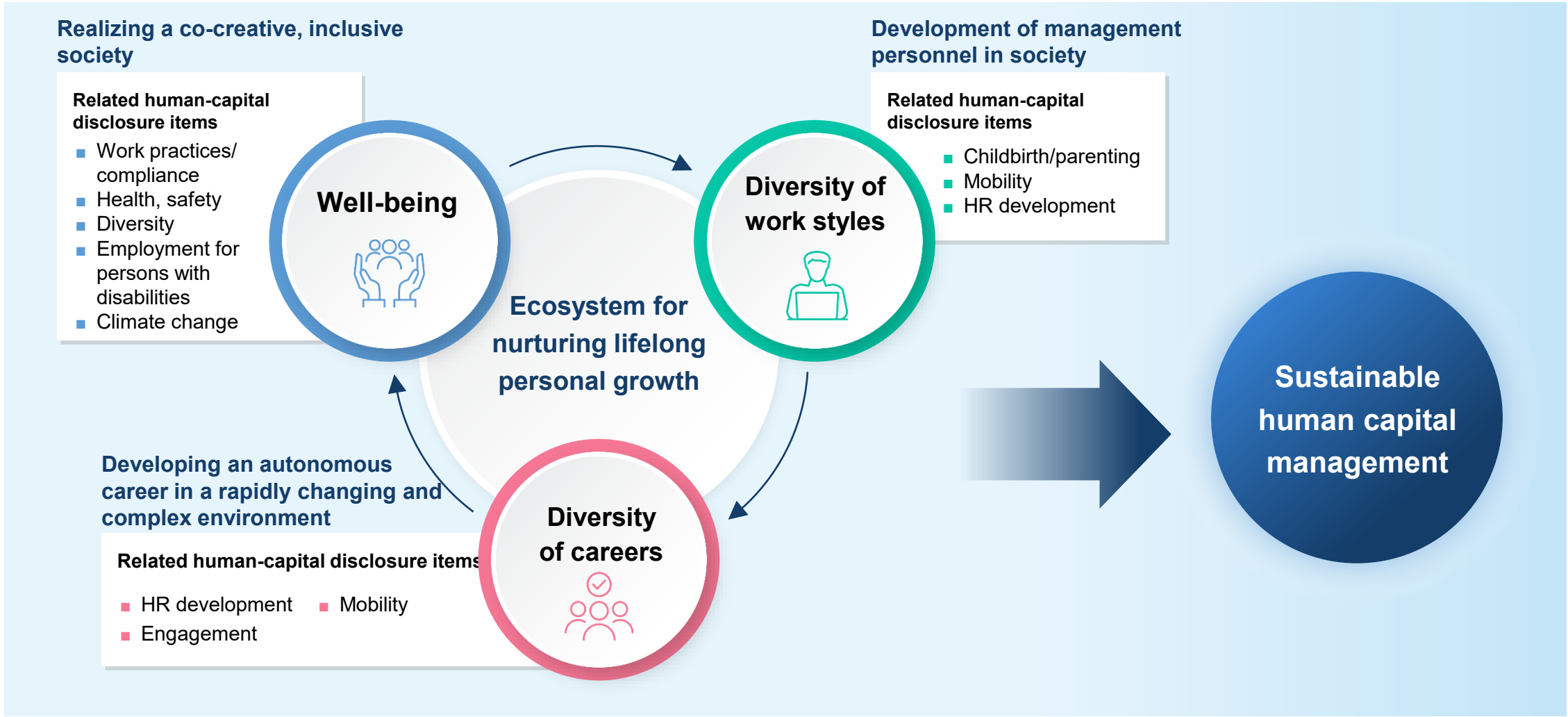
Human Capital Management and Its Affinity with Measures by MSOL

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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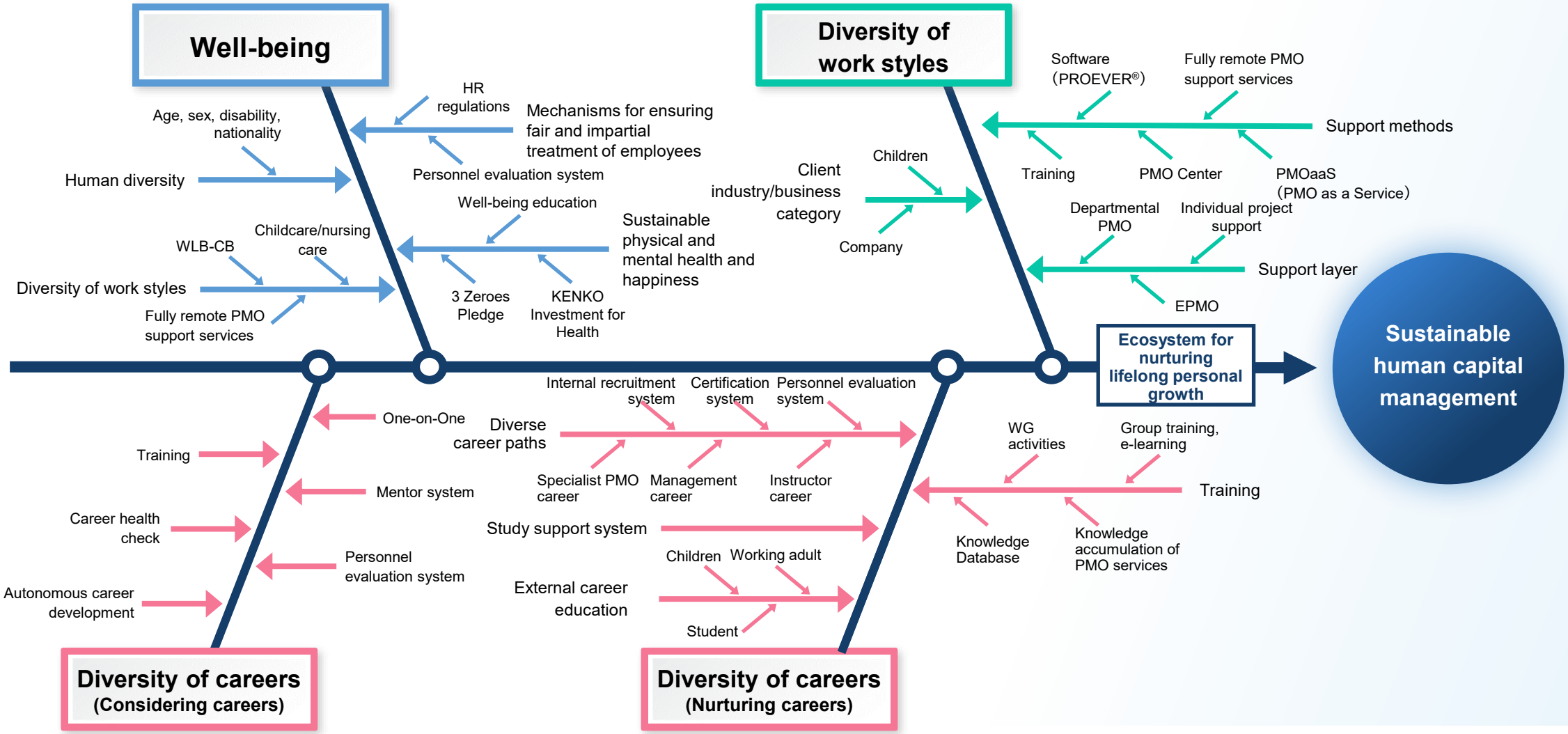

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1-1. Practice of DEI management

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 3.4 of the total (as of December 2024). 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

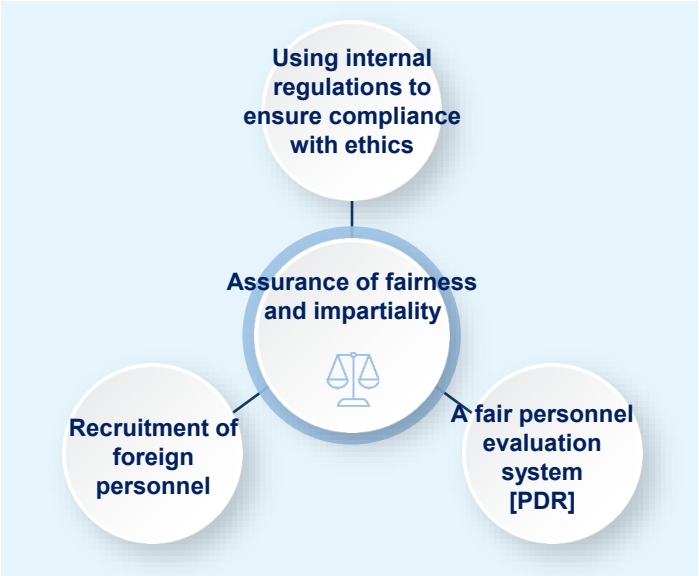
Initiatives for achieving the empowerment of women

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

女性が活躍しています

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.

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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.

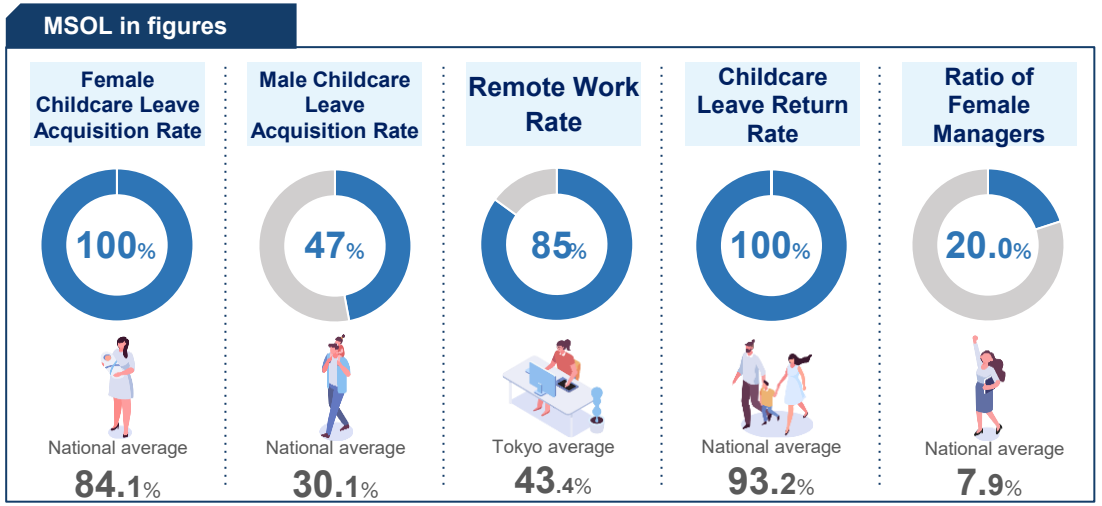
By adding pre-childbirth support and support for returning to work to the childcare leave system, we provide powerful backup for employee work styles.

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 femaleemployees 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.

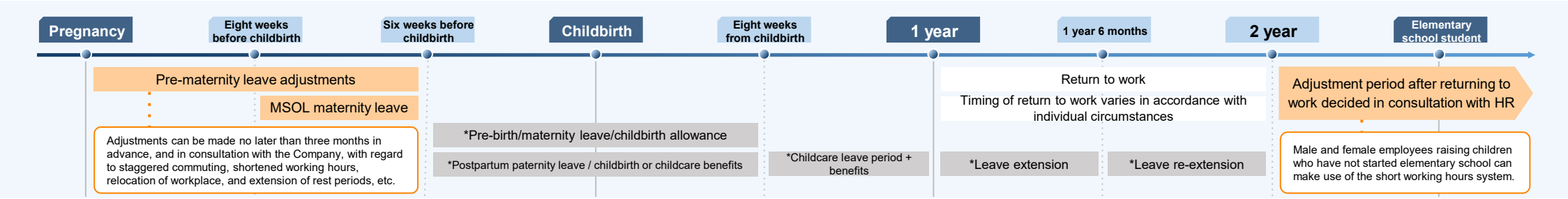
MSOL in figures



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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Topics “Parenting Support Club: Our goal is the well-being of working mothers and fathers”

・We support mothers and fathers who are raising children, helping individuals who find themselves being left behind to achieve well-being
・Club activities aim to help the parenting generation achieve well-being.

Full support given to employees raising children

The Parenting Support Club was established to enhance both the professional and private lives of employees who are parenting children, enabling them to participate in work in a state of physical and mental well-being.

With their love for their children leading to many parents neglecting their own circumstances, we undertake activities rooted in the idea of being able to do anything if we all cooperate with each other. It is the activities of this club that give rise to an environment in which each and every employee can achieve well-being.

Purpose of activities - Supporting “positive parenting” for all!

Parents tend to sacrifice their own time and interests. We believe that if all members cooperate together, then they can enjoy activities they had previously given up on, such as participating in club activities, engaging in hobbies, or participating in training and other opportunities for career advancement. This also is an expression of support by the Company as a whole for the mental and physical health and well-being of employees.

Content of activities

1. **Roundtable discussions:** Providing a space for people to talk freely about their concerns and joys of parenting.
   This is a place for everybody to exchange opinions, with expert perspectives offered by the Club leader (a childcare worker with teaching licenses for junior high, senior high, and vocational schools), and child-rearing mothers and fathers sharing tips on how to enjoy parenting. Providing a space where people can feel free to discuss their worries and share the joy of parenting opens the way to better mental health (well-being).
2. **Gathering useful parenting information:** “Where can we go to have fun with children?”
   By talking to other club members at bi-monthly meetings, attendees gather information and exchange a variety of opinions.
3. **Holding outdoor events:** planning and executing events that families can enjoy together.
   We plan, from a childcare worker’s perspective, events that children can enjoy. We provide experiences that will leave wonderful memories. This enhances the happiness (well-being) of the family as a whole.

Outdoor events

We hold outdoor events for families and children four times a year. We plan seasonal events linked to children's learning, such as cherry-blossom viewing, playing in the water, Halloween, and Christmas, which are tailored to employees and families who attend every time. Even in such situations, our people demonstrate their PMO skills by executing plans smoothly even with large numbers of participants.



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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.

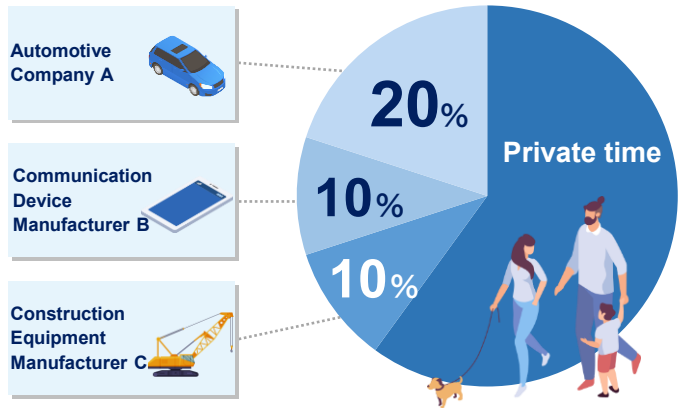
This year marked the second time it had been held, and we worked to encourage mingling between those attending by preparing various participatory events for families on edutainment (education and entertainment) themes that blended fun with learning. We provided events at stalls with a festival theme 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.

A day of an employee working in the PMO Center

－ 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 KENKO Investment for Health.

Basic training in psychological safety

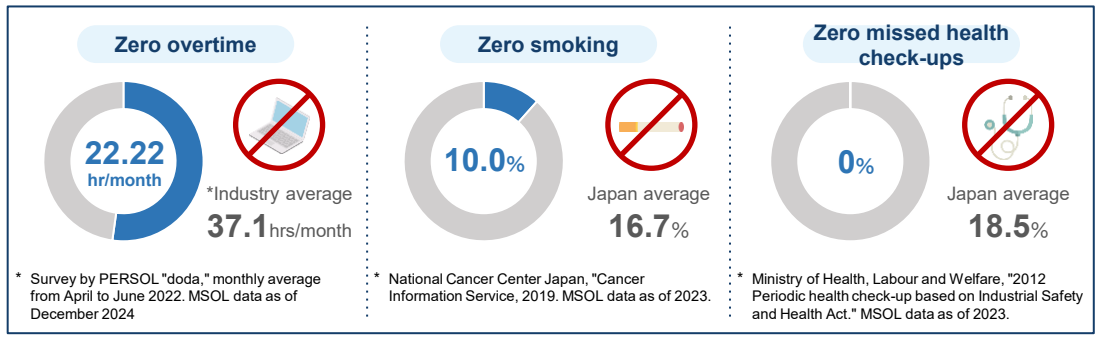
We implement “Basic training in psychological safety,” where employees experience for themselves the significance of psychological safety, which is one of the most important factors determining improvements in team performance. Participants learn how to create situations in which team members are able 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 KENKO Investment for Health 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.



On March 11, 2024, the Company was certified as a KENKO Investment for Health 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 KENKO Investment for Health, under the leadership of the President in his role as CEO.

The KENKO Investment for Health 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)

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 celebrated its third anniversary in July 2025, and has reached volume 58.

Going forward, we will continue to use it to convey a variety of information, such as sorting of 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.

Our company has been listed among the organizations that have endorsed the initiative.

Link: Roppongi Safety & Peace of Mind Project Campaign

***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

The farm employs three persons with disabilities and one farm manager to support them, and operations are built around a four-team structure.
Vegetables are harvested around once a week and bundled into two to three types for distribution to employees. As staff have improved proficiency, they have become able to tackle the challenge of growing and harvesting seasonal vegetables, such as cabbage and perilla, in addition to easily cultivated vegetables. We conducted an interview with the manager in charge of farms about work styles and communication.

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, we work to devise better ways to cultivate vegetables, such as by having all staff make observational notes, conducting reviews, and working to make improvements for the next cultivation. We are considering broadening our range and 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.

Cultivation on the farm



Distributed to offices



We used the cabbage we received for spicy pork and cabbage and enjoyed the perilla marinated in soy sauce



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, and the holding of events that promote understanding of diversity.

We support inclusive educational programs and the organization of legacy matches, thus helping to promote the understanding of diversity and create an inclusive society.

We share the philosophy of JIFF, and we have provided support as an official partner over a period of six years as a way of fulfilling our corporate social responsibility.
As described in the philosophy, we aim to help create a vibrant, inclusive society where everyone can reap the benefits of sport regardless of disability, and where everyone's individuality is respected.

Development of Class Contents

The inclusive classes for elementary and junior high school students offer six courses: deaf soccer/futsal (for those with hearing impairments); low-vision futsal (vision impairment); social football (mental health disorders); CP soccer (cerebral palsy); amputee soccer (persons with amputations); and cognitive impairment soccer/futsal.



Training assistants

As well as helping behind the scenes as PMOs, as assistant instructors we have supported the smooth provision of education and training for people with disabilities in such areas as helping participants read the room, nominating speakers, and taking photos.



Opportunities for holding classes

We conducted introductions and other events at elementary and junior high schools, local governments, and companies throughout Japan.
In FY2024 we were able to hold 17 online sessions and 128 face-to-face sessions for a total of 145 (an increase of 30 over FY2023), involving 4,315 people in total.



A circle of sponsors woven from support

Thus far our connections with clients who support the JIFF philosophy have led to sponsorship agreements with three companies via partner agreements and endorsements, leading to a broadening of the circle of support.



Project management support

Nine employees and eleven prospective employee interns have participated as PMOs in the JIFF education program development project. We have exerted our PMO skills to the full to create a better inclusive education system.

At the legacy soccer matches for people with disabilities held in Minato-ku, Tokyo, in March of every year, prospective employee interns provide project management support for every aspect from preparation to operation and review. By using our project management tool (PROEVER®), we generate visualizations and manage progress of tasks that have become dependent on individual expertise, and help to accumulate knowledge in preparation for future events.



JIFF | サッカーなら、どんな障害も超えられる。

Source: Japan Inclusive Football Federation



The inclusive education programs to which we have provided support for development and implementation since 2019 have been well received, and in 2023 we received the 8th "Enterprise Volunteer Award – Inclusive Society Encouragement Award."



A legacy soccer match for people with disabilities.

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 58.752t annual decrease in CO2 emissions, equivalent to the preservation of approximately 4,642 cedar trees.

* Green energy being energy that emits no CO2 : renewable energy such as solar or wind.



Promoting a Paperless Office

By going paperless, we will use fewer resources and suppress our CO2 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 3,310 kg, saved 34,661 L of water resources, conserved 1,410 kg of forest resources, and reduced waste by 228 kg (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.

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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	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. 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 and university 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 forms.

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/departmentalPMO)

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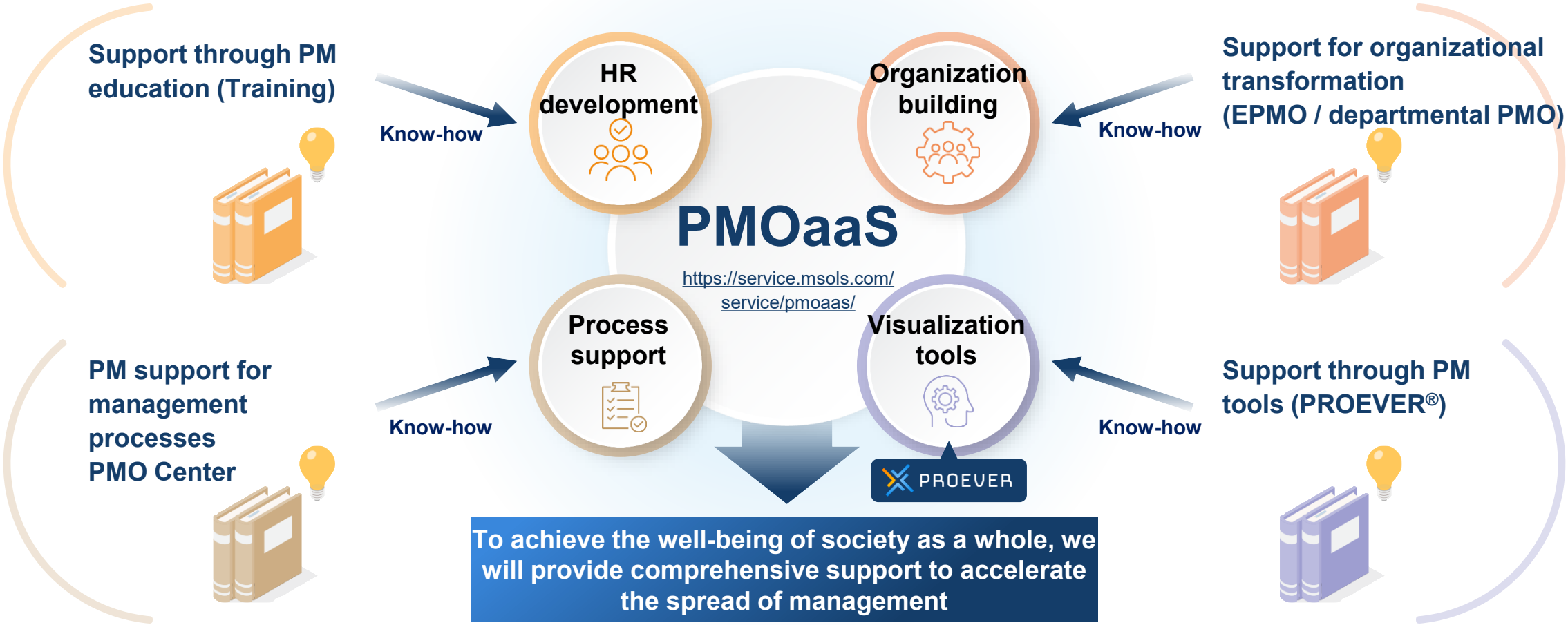
2-2 Provision of platform to support transformation to an autonomous organization

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 Affinity 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., establish Parenting Support Club
	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 KENKO Investment for Health (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
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3-1. An environment for thinking about careers

We provide opportunities for exploring the individual's own career compass, forming a cycle of new insights 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 put in place mechanisms to track individuals on their increasingly diverse career paths. In other words, along with ongoing assistance to enhance their skills, we will continue to support not only the conventional type of standardized career development, but also more personalized career development through autonomous career training and career consultations to enable each individual to shine more brightly. The same approach also applies to so-called KENKO Investment for Health.

Career health check

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

In order to support employees in clarifying their personal and career vision and to allow them to achieve that through MSOL, the MSOL career health check provides autonomous career training and career consultations to assist the individual in deepening their self-understanding and setting out the direction of their career.

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

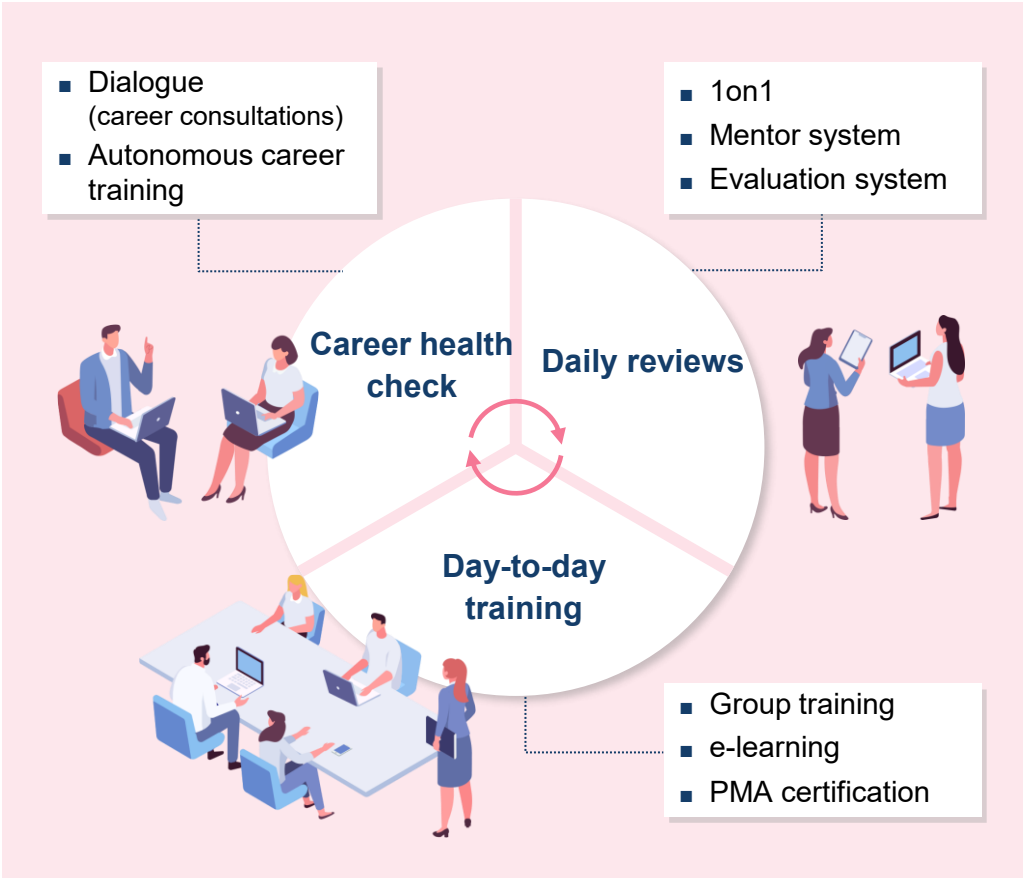
All employees record their own career vision in MSOL's goal management system, based on which they set their own goals and perform their day-to-day duties.

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.



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3-1. An environment for thinking about careers

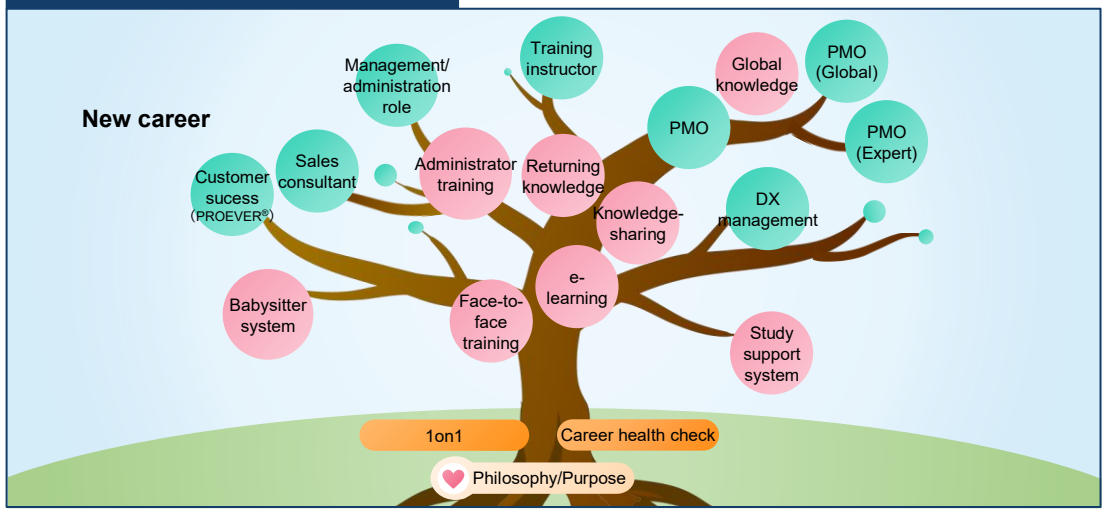
We provide opportunities for exploring the individual's own career compass, forming a cycle of new insights in preparation for turning points at different life stages, or for career choice opportunities.

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 120 training courses held 300 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.

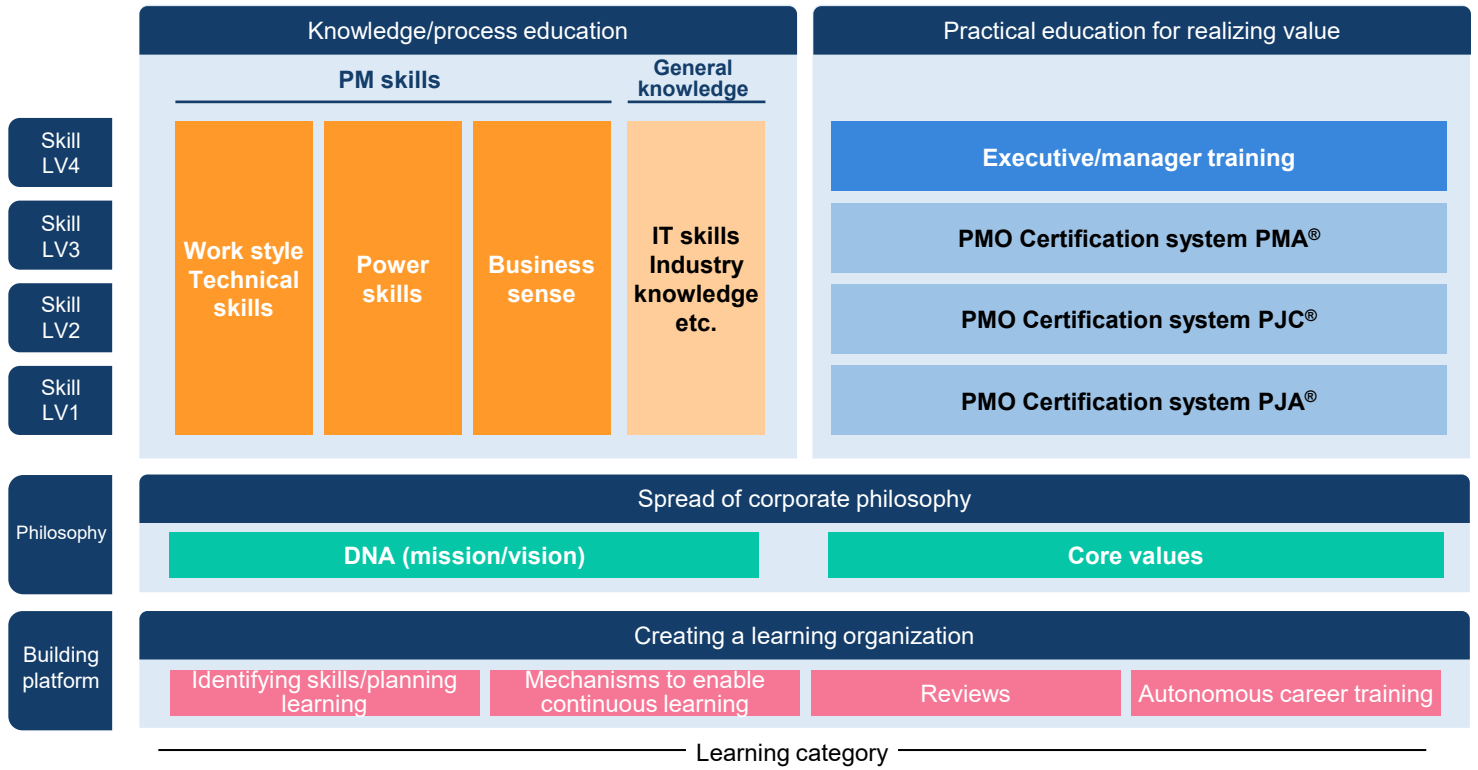
PMO Practical Course / PMO Certification system

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.

Programs to assist career development

Learning support system

The Company also promotes qualifications from the perspective of qualitative improvements in PMO support, including PMP®, 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.



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

By providing career management education to students, we will foster more value-creating talent for the future.

By delivering management education to students, we will develop individuals who can autonomously envision their ideal selves and future through the power of management.

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.

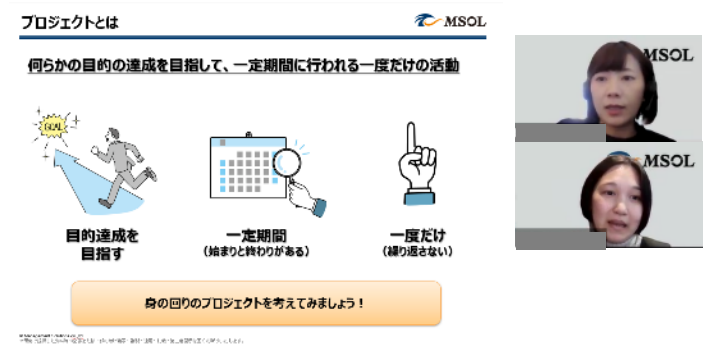
We followed up on the online class we provided to the students of Ohzora High School in FY2023 by giving a two-day online class again in FY2024 to high school students.

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?"

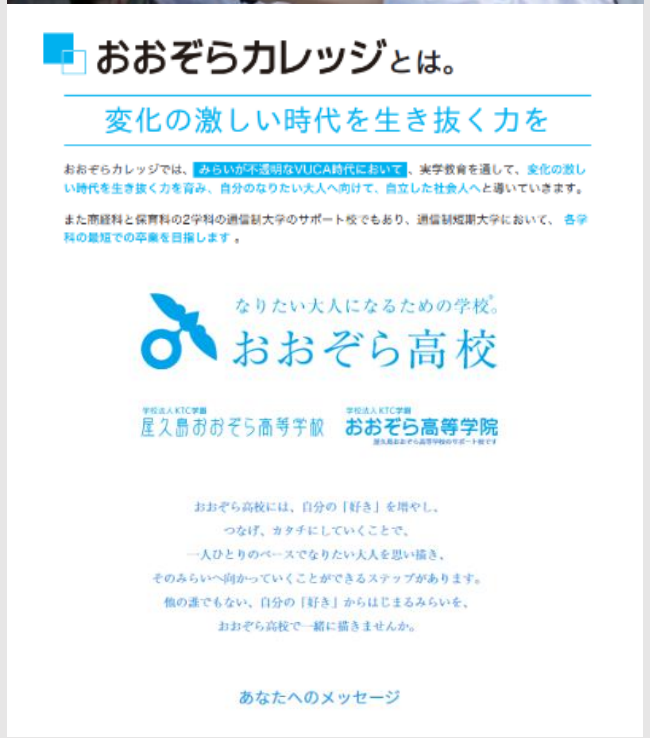
On the second day, having given participants a sense of what project management is about, we took the theme of familiar journeys and utilized groupwork implemented via an online whiteboard to put the students in the position of PMO, allowing them to experience project management for themselves.

The lecture underway at Ohzora College









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MSOL

マネジメントを、世界を動かすエンジンに。