

## Sustainably and Socially Literate Human Resources

Recognizing that people are the Company's most significant resource, NEC believes "sustainably and socially literate human resources" are important for providing true value to customers and society.

We have positioned this as part of our "materiality," a selection of priority management themes from an ESG perspective, and we are enhancing education programs for understanding social issues and promoting inclusion and diversity aimed at understanding and accepting different values and cultures. In addition, we are taking steps to reform our personnel systems and work styles in order to realize an organization that enables employees to maximize their capabilities and has the capacity to carry out actions to completion.

### Programs for Developing Sustainably and Socially Literate Human Resources

Since fiscal 2017, NEC has conducted the NEC School for Social Value Creation training program led by the president of NEC Corporation with the aim of developing the next generation of leaders.

The fiscal 2019 program for candidate executives had 32 participants globally. They investigated the NEC's reason for existence and its social value creation, and considered its management concepts.

In programs for front line leaders, 94 participants were divided into 20 teams to construct business models that will create social value and to conduct actual front-line business hypothesis testing.

In fiscal 2020, we have established a new program for all employees called the "Sense Program" for human resource development through experience of social issues, which will provide opportunities for a wider band of employees to learn about social issues.

### Start of the Transformation Initiative "Project RISE"\*

To enable employees to maximize their capabilities and realize an organization with the capacity to carry out actions to completion, in 2018 we started Project RISE as an initiative for radically transforming the Group's management, strategy, and organization, as well as employees' values and conduct.

The Group formulated the "Code of Values" as a standard of conduct required in this era, and set up fair talent evaluation and development systems focused not only on performance, but also on values. In addition, the president conducted face-to-face dialogues with over 10,000 employees at the Group's main locations globally, at which he explained the importance of transformation as well as listening to employees explain issues they had recognized as well as their ideas for transformation.

Furthermore, we are taking proactive measures to realize smart work. These include identifying work that can be reduced at the front-line level, undertaking half-yearly activities in each organization to thoroughly eliminate waste in order to make operations more efficient, and promoting innovative work styles aimed at realizing growth of the Company and the growth and happiness of employees. In addition, once every three months, we collect surveys on employees' actual perceptions of transformation to promote transformation in a way that reflects their feedback. We will continue



The president engaged in dialogue with employees



Code of Values

to listen to feedback from various stakeholders, including employees and customers, as we accelerate our transformation going forward.

\* Project RISE is a general name for the NEC Group's internal transformation project.

### Promoting Inclusion and Diversity

The NEC Group is promoting inclusion and diversity. This means we will work to build up each person's capabilities and experience value, not only through business activities, but also through our Company systems and training programs, aiming to create a culture in which people can help one another to grow, with a view to facilitating business growth.

As part of this, even before the 1985 Equal Employment Opportunity Act came into effect, NEC Corporation was already keen to hire and promote people regardless of their gender, and the proportion of female new employees was around 30% in FY2019.

#### Young Employees Active on the Global Stage

### "I'd like to spread NEC's technology around the world and contribute to solving social issues"



NEC Global Relations Division Akari Saeki

In my first year after joining the Company, I was responsible for supporting the introduction of an electronic money platform in Africa and a facial recognition system at the main airport of Bangladesh. After that, I began my current role as a coordinator between international organizations such as the United Nations Industrial Development Organization (UNIDO) and the International Organization for Migration (IOM), the governments supported by them, and NEC. My work is the embodiment of SDG No. 17, "Revitalize the global partnership for sustainable development."

Projects of international institutions involve a large number of stakeholders and require the capability to seize the initiative to drive projects forward. My division has a culture where each individual can take on challenges in various kinds of work, regardless of age, gender, or nationality. Recently, I was given the major responsibility for the presentation of collaboration between NEC and international institutions at the Japan Week held at UNIDO Headquarters.

I hope to continue working with various partners to promote NEC's technology and solutions around the world, and to contribute to solving social issues.

#### Inclusion and Diversity Experience

### NEC Boccia Club

Boccia is an official sport in the Paralympic Games, designed for people with severe cerebral palsy or similar functional disabilities affecting their limbs. It can be enjoyed by people of all ages and genders, regardless of disabilities.

The NEC Boccia Club was established as an in-house club in 2017 to deepen understanding of Paralympic sports and inclusion and diversity.

In fiscal 2019, the club entered the Boccia Tokyo Cup, in which Japan's national Boccia teams, Hinotama Japan also participated. Japanese representative Team A and Team B participated, and our NEC Boccia Club team defeated Team B to place second. Looking forward, we will continue to promote inclusion and diversity through the NEC Boccia Club's activities, aiming to create a culture that enables respect for individuality and mutual growth.



Taking second place in the Boccia Tokyo Cup

For further information, please refer to Sustainability Report 2019 "Human Resources Development and Training," "Inclusion and Diversity," and "Creating a Diverse Work Style Environment."