

Annual report

# ISF NET REPORT 2022



# Introduction

## CEO Message



### To Our Stakeholders

I would like to thank you very much for your special support during normal times.

The ISF NET Group is working together with its employees and executives to increase corporate value and realize sustainable growth.

Despite many decisions we had to make in the face of the ongoing corona disaster and the Russian invasion of Ukraine, the entire workforce reached its 24th year in January 2023. The ISF NET Group will continue to aim for further growth.

The ISF NET Group will continue to listen seriously to the opinions of stakeholders and employee, and propose solutions and DX that can be consistently realized from the start to the end, while continuing to address customers from strategic planning.

In addition, we are currently in the second growth phase and are aiming for further development. The importance of IT in society is increasing day by day.

Especially, IT infrastructures can be said to support the foundation of daily life. For this reason, we are strengthening our solutions and marketing divisions based on our core business of IT infrastructure engineering services. Our goal is to achieve stable management for the next 20 to 30 years, while keeping an eye on social trends. For that, we will improve employee satisfaction (ES) and customer satisfaction (CS) and contribute to environmental and social issues.(ESG, SDGs) will be implemented without fail.

The ISF NET Group has been working to improve the technical skills and treatment of engineers, as well as diver-in employment, creating diverse work styles and employment. We will continue to evolve these initiatives in the area of health and productivity management in the future.

In the future, we will further evolve these initiatives and implement various measures to "health management" and "infrastructure engineers" in utopia. We will also maximize the value of each and every employee and build a strong management foundation.

In addition, we continue to promote DX in the employment support business for people with disabilities.

We will also strive to enhance our support for FDM by supporting RPA and strengthening the services of the challenged office.

In this way, we aim to contribute to the realization of what the society should be through our business activities, and we would like to fulfill our corporate responsibilities. In addition, based on the Group's philosophy, all employees will work together to achieve sustainable growth strategies together with society, while receiving guidance from everyone.

"I sincerely ask for your continued guidance and encouragement."

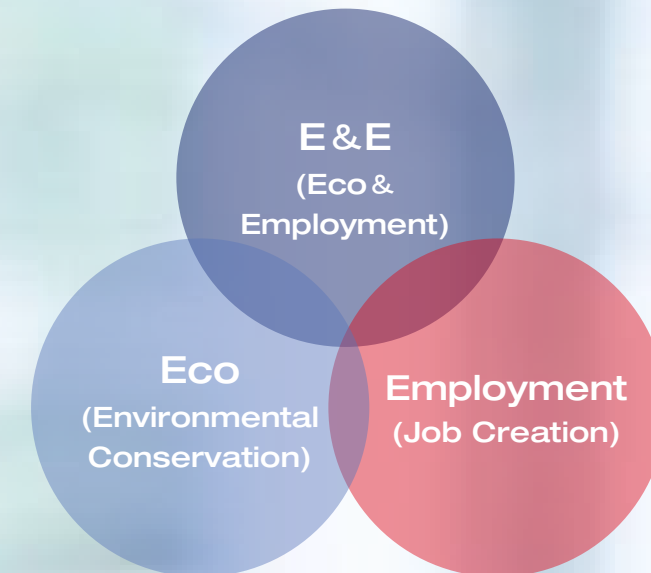
Representative Director, ISF NET Group  
Representative Director, ISF NET Co. Ltd.

Chief Executive Officer

*G. Watanabe*

## Philosophy

### Philosophy



#### ■ E&E (Eco&Employment)

The ISF NET Group aims to effectively utilize limited resources and create a working environment for the next generation.

#### ■ Eco ( Environmental protection )

In response to global warming and environmental degradation, the ISF NET Group is trying to reuse IT-related products as much as possible without throwing them away. The Group has begun to reduce and effectively use limited resources.

#### ■ Employment (Job Creation)

In 2010, the ISF Net Group achieved the goal of "Top 5 Employers" set in 2006, and from March 2011, it was "Top 10 Employers," "Top 20 Employers" in November of the same year. From January 2015, we have changed to "25 major jobs" and have been working to create employment for people who have difficulty working. In January 2016, the Group began to take on further challenges in the creation of jobs, which is the significance of the Group, under the slogan "Diver Inv Jobs (30 Large Jobs)" with the addition of five categories, such as "memory impaired" and "people under infertility treatment." Diver Involvement is an effort to create and provide a secure work environment for those who have difficulty in working due to various circumstances. Creating a working environment is a very difficult task, but it incorporates the wishes of all the employees of the Group that as many people as possible find "Joy of Working" and "Live Satisfaction" and feel "Live Satisfaction" as much as possible.

### Basic Principle

#### To Create an Environment for All of The People Involved in The ISF NET Group and To Pursue Happiness

The idea is to create an environment in which all the people of the ISF NET Group (employee's family, customers, business partners, etc.) work, and pursue the happiness of all the people.

#### Contributing to Local and Global Communities

The ISF NET Group is actively contributing to local communities and global society.

## Editing Policy

The Integrated Report 2022 has been edited as a Comprehensive Report, which comprehensively reports non-financial information, such as activities related to sustainability, in addition to performance and business strategy.

I hope that you will understand the ISF NET Group, which is working to improve its corporate value on a sustained basis while considering its stakeholders from a medium-to long-term perspective.

### ■Notes on Descriptions

The "Healthy Management" described in this booklet is a registered trademark of the Institute of Health and Management, a specified nonprofit organization.

### ■Disclaimer

This report is intended to provide information on the ISF NET Group's business performance and group business strategy. The content of this report may contain opinions and forecasts regarding future performance. These information has been prepared based on the judgment of ISF NET at the time of preparation of the report. Therefore, this information is not guaranteed to be realized or achieved, and is subject to change without notice. ISF NET will not be responsible for any damage that may result from the use of this booklet. Also, please do not copy or transfer this booklet without permission.

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Reporting Period	2022 Year Ended December 31, 2022 (January to December 2022)
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## Content

### SECTION 01 Introduction

CEO Message .....	1
Philosophy .....	2
Editing Policy .....	3
Content .....	4

### SECTION 02 ISF NET's Growth

Diver-in Employment .....	5
Aim of ISF NET Group Visio .....	10
Strategy by Business .....	11
CTO Message .....	11

### SECTION 03 Foundation to Support Sustained Growth

#### E : Contributions to Global Environment

Environmental Consideration and FDM Employment Creation /	
Consideration and Contribution to the Environment .....	15
Telework Promotion and Cool Biz Initiatives / Opportunities and Risks of Climate Change .....	17
Contributions to Local Communities (Team Lover)/Environmental Performance Data .....	18

#### S : Creating an Environment Where Everyone Can Work With Excitement

From 30 Large Employment to Diver-in Employment .....	19
Initiatives to Promote Diver Inv Jobs .....	20
Initiatives for Nurturing the Next Generation/	
Efforts to Promote the Advancement of Female Employees .....	26
Efforts to Improve the Rate of Male employees Taking Childcare Leave .....	28
Diverse Ways of Working .....	29
Initiatives in Human Capital Management .....	31
A Society Where Anyone Can Be a Master .....	32
Efforts for Health Management .....	33
Renewal of Group Company Logos .....	36
Activities of Internal Committees .....	37

#### G : Implementing Highly Transparent Governance

Compliance System .....	38
ISF NET Group Human Rights Policy .....	40
Response to Cyber Security Risks .....	41
Human Resource Development Initiatives .....	42

### SECTION 04 Data Section

Net Sales / Business Environment / Major Non-Financial Data .....	44
Corporate Profile .....	45
Base Information / Group Companies / Overseas Branches .....	46
Glossary .....	47
External Evaluation .....	48



# Growth Strategy of ISF NET

## Diver-in Employment

### Aiming to Realize Diverse Employment Through IT "Diver In & Inclusion"

The ISFNET Group has established Diver Involvement, which creates a work environment and workshops for those who have various circumstances and cannot work even if they want to work, and is actively engaged in activities that are meaningful to society, such as active recruitment.

As part of this effort, we welcomed Mr. Ryoji Hoshi, a professor at the Barrier-Free Educational Development Research Center attached to the Graduate School of Education, the University of Tokyo, and talked with our representative director, Yuki Yoshi Watanabe, about "Diver-in employment."

The meeting was also attended by Kaori Matsushita, president of K&L Consulting Co., Ltd., who is supporting the promotion of diversity and inclusion, and Yasuhiko Shoshi, president of the Diversity OTD Promotion Association for the Organizational Reform of General Incorporated Associations as a facilitator.

#### —Thoughts on the Representative's Diver-In Employment

Since its inception, I have aimed for global management regardless of gender, age, nationality, or the presence or absence of a disability. Before running the company, I studied Kazuo Inamori's philosophy of management based on Confucianism and Buddhism at Seiwajuku for four years. If I hadn't studied at Seiwajuku, I probably wouldn't have been able to continue running the company for more than 20 years. The reason I learned these things is because I believe that Mr. Kazuo Inamori's management philosophy does not change regardless of gender, age, nationality, or whether he has a disability.

What I value most is not a method, but a relationship based on people. Our basic philosophy is to "create a company that is comfortable." We believe that by creating a company where all employees can be considered as conferencing as much as possible, we will be able to expect the effectiveness of our strategies and management. Human relationships are the basis for each and every employee's activities.

I have had the experience that not even one new graduate coming to us for six years since the company started. For this reason, we are very grateful to all the employees who work for us. Fortunately, at the time, the Internet was advancing. In that age, it was common to adopt IT engineers who had experience in the field. However, I decided to hire the employee with no knowledge and experience after observing the future



and character of that person. When I posted the keyword "I will hire even if the applicant has no knowledge or experience", I was flooded with applications.

There were many people who had difficulty working in general or had various circumstances, but they made a great contribution to the company. Therefore, I analyzed these people and roughly divided them into five categories: NEET freeters, people with disabilities, working poor, hikikomori, and seniors. In 2006, we divided them into categories and raised the "5 Major Recruitment".

Some of the people I hired had a lot of troubles, such as causing problems at customer sites, or falling asleep in front of me, but each one was handled carefully. At one point, I had an employee who had a lot of trouble and went to see a doctor at a hospital, he was diagnosed with a developmental disability.

When the diagnosis was done, I was able to forgive the person who was causing various troubles. It was then that I realized for the first time that I could forgive people if I recognized the disability. At the same time, I realized that I myself didn't know too many things. Once I realized that I could forgive myself which made me happy.

From that time, the categories that started with the "5 Major Employment" gradually increased, and we began working on the "30 Major Employment (currently diver-in employment)". Since I am the owner, I am in a position where I can try various things as long as there are no legal issues. Therefore, I decided to do something

unique in the world, and create jobs for people who would otherwise be unable to work.

Even now, there are many people who cannot work even if they want to work due to various

circumstances. However, I have learned from my experience that most people can work if they basically stay close to each other and take care of each other. That is my idea of diversity.

#### —Mechanism for Realizing a "Comfortable" Environment

Basically, I believe that it is difficult to create a situation where 100% of all employees are comfortable. However, we aim to create the most comfortable state within the company. For that reason, we have to update our way of thinking every year. Thirty-six years ago, when I just started working as a company employee, the way companies were and now are different in terms of the environment, the situation, and the laws. For that reason, we are evolving the code of conduct to suit the times by asking young employees to point it out. Therefore, we have the ISF NET Standard Concept (ISC), which is a passive way of thinking, "Let's fix it when someone warns us!" Also, as the next step, we are creating the Design Story Project (DSP) as an active code of conduct.

Regarding ISC, I have made a promise to employees even before they joined the company. However, ISC alone is too passive. For this reason, we have decided to use DSP to handle the code of conduct, which is an active part. This is the best

"code of conduct" regardless of gender, age, nationality, or disability. We are working on a policy to change this code of conduct every year after repeated discussions among our young employees. This is how we aim for maximum comfort. Since I founded the company, I wanted to be comfortable, so I talk to new graduates before joining the company in the same way as employees. I would like to make all of our employees happy with this way of thinking.

No one will join the company if we just say that "human nature is good." We live in the age of SNS, so even if a company says something good, if it is not based on fact, the truth will be immediately known by looking it in the Web or ChatGPT.

For that reason, I clearly convey my thoughts to those who apply as new graduates. I always tell them, "What do you think of my feelings?" I have a responsibility as a manager, so I have to do what I am comfortable with. These are the points where I run the company.

#### —Basic Concept of ISF NET

Our company has many contact points and systems for raising voices from the field. I never say "you're at fault" for causing a problem. People often make mistakes without realizing it. When someone points out something I'm doing with good intentions, I think it is a good thing to be pointed out because correction leads to personal growth.

I always think that the executives of ISF NET are the best. They are the best people in Japan. That's what I'm proud of. We have no factions and cooperate with each other. I have been aiming for it for many years. I'm sorry to praise our executives myself, but they are really nice people and I always think they are the best.

Originally, we wanted to work with our executives, so we would never run a business that relied on short-term sales. For that reason, the company has a policy of creating a system in which all employees work together to increase sales, and if the performance is good, it is shared among all employees.

Therefore, I don't think the company will change even if I quit. I am confident that the current

executives will take over. Everyone is a good human resource, and I think they will probably say the something like the Kintaro candy. I'm sure that even if I'm gone, executives will continue to promote diversity.





## —“Challenged Office” Employment Creation for People with Disabilities in Rural Areas.

Numazu City, Shizuoka Prefecture is my hometown. Currently, the population is steadily decreasing, and as of April 1, 2023, it is 188,613 (according to the official website of Numazu City, Shizuoka Prefecture). I lived in Numazu City until I was 18 years old. I don't know how far I can go with my power, but at least if the current situation continues, the number of places to work will decrease and employment will become difficult. People with disabilities tend to build a foundation for their lives by linking them to their respective local governments. Because it receives welfare support from the local government, no matter how much the population decreases, the welfare of people with disabilities will not change significantly. However, if the number of companies decreases, the financial resources of the city will also decrease, so there is a possibility that the administrative services will deteriorate and the situation will become very difficult. Under such circumstances, I am inviting companies from Tokyo to Numazu City. In general, even if you use a system that allows you to receive subsidies from the city to attract companies, if the period for which you can receive subsidies or the system itself disappears, the company may withdraw. Therefore, the business model in Numazu City does not receive any subsidies. There are several ideas to do it. If people with disabilities continue to be unable to work, the number of people who cannot live without receiving public assistance from the city will increase. In addition, in Numazu City, sidewalks and other facilities are not maintained, it is making difficult for people in wheelchairs to move. Our company originally developed a welfare business for people with disabilities in Numazu City, and we have about three vehicles so that they can move around in wheelchairs. The person is involved in IT-related work, and even a person in a wheelchair can use a computer without any problems. For this reason, companies that have problems with the legally mandated employment rate will be able to virtually

## —ISF NET's Unique "EMD" Initiative

When proposing the Challenged Office service that we are currently developing, we tell our employees, "Let's also consult on EMD." EMD is a unique initiative of ISF NET called "Employment Doctor Conference", and I have been working on diversity for many years to finally arrived get it.

employ people with disabilities if they use the services of the challenged office of our group ISF Net Joy Numazu office.

Currently, we have contracts for this service with three companies that have headquarters in Tokyo, and we are thinking of working hard on this challenge. Actually, e mainly do RPA based work on IT field. People with disabilities remember this RPA. Using RPA can streamline operations and increase productivity. The Ministry of Health, Labor and Welfare indicates that "we want people with disabilities to be able to live by paying for their work." In many companies, people with disabilities were the first to be laid off during the Lehman Shock. The reason is that it was judged that they could not contribute to the company. In the end, if it not contributed to the company, it fires the employee.

In other words, it will be judged that the risk can be reduced by accepting the penalties imposed on companies that do not achieve the employment rate of people with disabilities. Therefore, if there is a business model that allows you to earn compensation for your work, you can of course continue to work.

We have identified all such risks. We have actually visited the local government for the consultation, and identify all points for improvement, then proceed while cooperating with companies. We aim to attract about 10 companies by 2023 and create a maximum of 100 disabled employee in Numazu City. Based on these achievements, we would like to further expand our business nationwide and globally.

Another issue faced by many companies that want to promote the employment of people with disabilities is that they do not know how to hire people with disabilities. Therefore, I would like to solve the problem by presenting a model of how to hire. Also, I would like to introduce people with disabilities to such companies.

For many years, I have been involved in employment support projects for people with disabilities, so I have all the know-how to create an environment in which people with disabilities can work for a long time.

At EMD conferences, we practice thorough analysis rather than scolding those who cause trouble or problems, and we have been doing it continuously for more than 10 years. Usually, when a serious person causes a problem, I think there is always some reason. The "EMD Conference" is an effort to find out why. Dr.

Takashi Eguchi of the University of Occupational and Environmental Health has endorsed this initiative and has been participating in it for the past 10 years.

Currently, there are people with disabilities who are able to work, and people with disabilities who are struggling because they are not recognized as having disability. In reality there are a great many people. This is because government support has not been discussed in terms of how disabilities are related to work.

In response to the topic "What kind of consideration is necessary as a company?", the support and cooperation of our doctors is appreciable. We are able to practice diversity a step ahead.

However, since its a company, we cannot hire people who cannot work at all. Therefore, we also operate welfare facilities for those who cannot work or find it difficult to find work. Rather than discarding those who are unable to work as they are, we have them temporarily receive employment support at welfare facilities so that they can take steps to return to work after receiving training.

In this way, we have created a system that allows people with various circumstances to continue working for a long time.

People have weaknesses and strengths, and this weakness is the so-called disability. Someone draws this line, and there are more than a few people with this line.

## —Future Prospects

Currently, we are very focused on "health management". The reason for this is that Japan is expected to enter an age of an aging society, and I believe that the risk of developing a disability by oneself will become extremely high. In addition, I believe that Japan will enter an era in which people will work until the age of 70 to 75, due to advanced medicine.

In that case, I think that companies will need new measures and considerations that they have never worked on before. For that reason, we must implement measures from now on. I believe that it is more important to think of "consideration" rather than the idea of a disability.

The retirement age at companies has finally changed from 60 to 65, and it is not an environment where only those who can work remain. From now on, it will be necessary to create an environment in which people can work until the age of 75 under any circumstances within the company. I believe that what we are working on now is not in vain, and will be extremely useful in the future.

If it is determined that the person has a disability, I will tell them, "Let's develop our strengths while considering their weaknesses," and provide evidence. It is on the basis of this evidence that doctors make decisions. So, when the handicapped person's handbook comes out, the person will be very relieved. Only then the person will be able to recognize as disability.

Currently, the company employs for 26 IT network engineers with disabilities.

No one discriminate them, rather takes advantage of the strengths of the person.

We can do this because we have our strengths and weaknesses properly looked at from a professional's point of view, and we take them into consideration.

In the future, we would like to propose similar initiatives to other companies.

In order to continue to employ the employees we have hired, we believe it is important for them to understand how to make the most of our human resources. I think that this EMD initiative is probably the first in Japan. Ultimately, our goal is to provide consulting on this and contribute to solve the problems faced by many companies.

Also, not only Japan but also other countries are facing similar issues, so I tell young people that this is an opportunity. In a world without know-how, new know-how will be created, so it will be your bible. Moreover, since they are essential in the future, I believe that working on them is extremely meaningful. I am 60 years old now. The reason I started my business is because I wanted to be free and comfortable when I was about 20 years old. As for now, I am excited about the future. As I am excited about the future and have goals, I study and input the information.

I think that if you present this future goal clearly, everyone will agree and act. However, if you say, "You are 60 years old, so you have reached the retirement age," or "You are 65 years old, so there are no jobs," no one will do it. It's not human capital management or anything. I think that we have to show that in the midst of the demand for human capital management. We are a company, but I would like to indicate and disseminate future goals within this company.



## —After the Conversation

### Mr. Ryoji Hoshika

#### profile

Affiliated to the Graduate School of Education, The University of Tokyo  
Professor at Barrier-free Education Development Research Center  
Director/Steering Committee at Diversity OTD Promotion Association  
for Organizational Reform



I am aware of the culture within ISF NET that listens to each other's opinions and updates. I felt that by visualizing the environment in which this culture functions, including the perspective of academia, I

would like to make it something that can be widely used by other organizations.

I also feel that the Challenged Office has potential to serve as an opportunity to promote the employment of people with disabilities as a whole.

From the perspective of cultivating new possibilities for the employment of people with disabilities that are created by working in the same place, while positioning the Challenged Office as the first step, we will model the practice of hiring people with disabilities within ISF NET, and other companies. I felt that it would be good if we could jointly explore the efforts to spread it to companies.

### Ms. Kaori Matsushita

#### profile

CEO of K&L Consulting LLC



It was a very valuable experience for me to participate in this dialogue on the promotion of D&I (diversity and inclusion) by the top management of companies and academia. President Watanabe's basic philosophy of "creating a comfortable company" is rooted in the idea of being close to and valuing people, and I was impressed by his attitude.

Among the measures, I felt that the challenged office could be an important measure to solve Japan's issues regarding the employment of people with disabilities. I am looking forward to the future developments through collaboration between the University of Tokyo and ODT (Organizational Diversity Promotion Association).

ISF NET is one of the companies actively

promoting D&I activities in Japan. As Professor Hoshika said in the dialogue, I think it is important to verbalize the superiority of ISF NET's activities, the impact of D&I initiatives on business, and successful examples. As a pioneer, I expect that ISF NET will actively promote its success stories to the world.



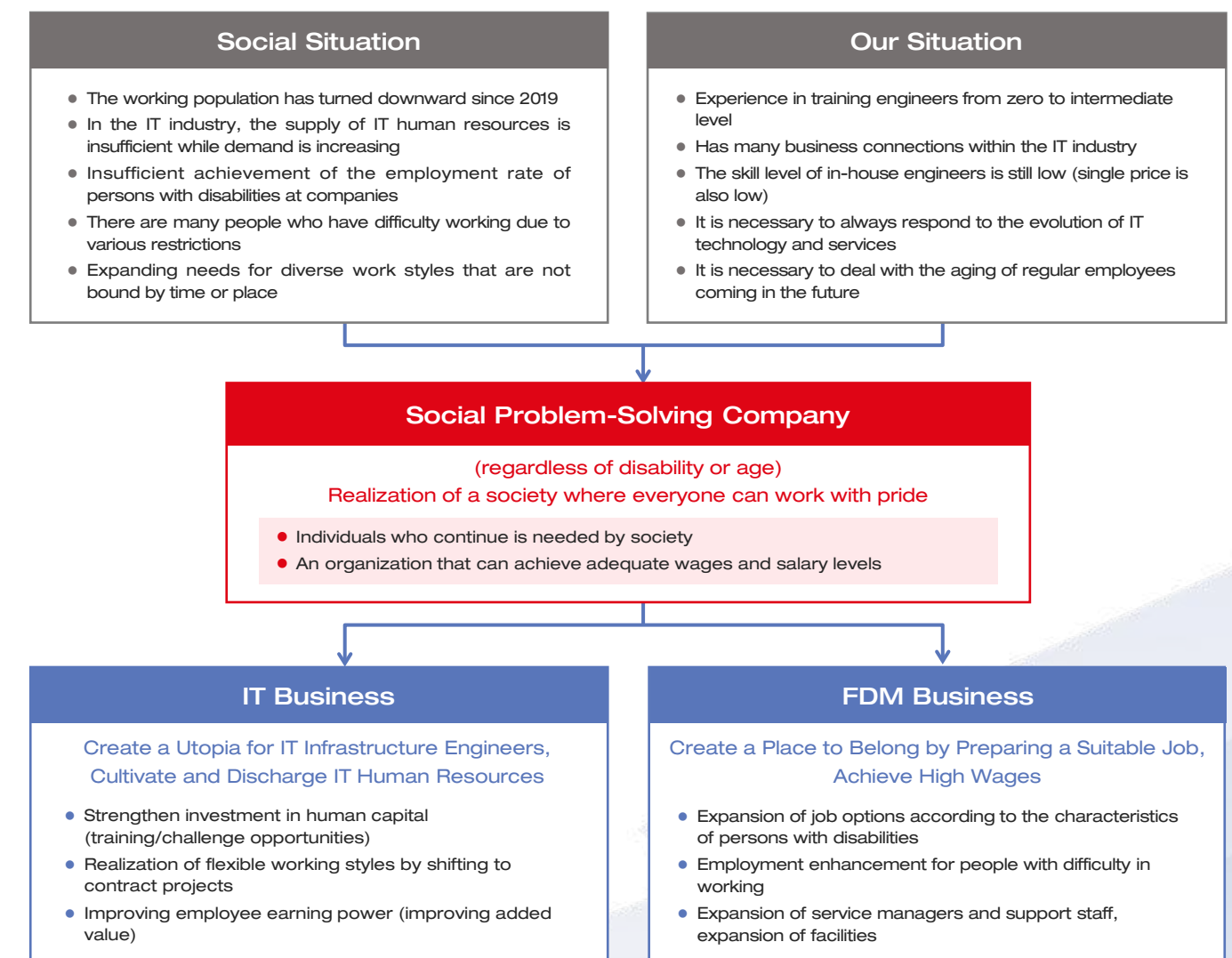
### Mr. Yasuhiko Shoji

#### profile

Diversity OTD Promotion Association for Organizational Reform  
Representative Director of General Incorporated Association ALIVE  
Representative Employee of CONNECTIVE LLC Representative  
Director and CEO of 100 DIVE Co., Ltd.

When the majority thinks that they are unknowingly creating an environment in which it is difficult for minorities to work, the involvement of the majority is essential in creating an environment in which minorities find it easy to work. In this regard, I felt the significance of verbalizing the points of creating an environment that is easy for everyone to work at ISF NET in a way that makes it easy for the majority to be aware of it and spreading it to the next generation and other companies.

## ISF NET Group Vision



## Business Unit Strategy

### Seek The Utopia For IT Infrastructure Engineers

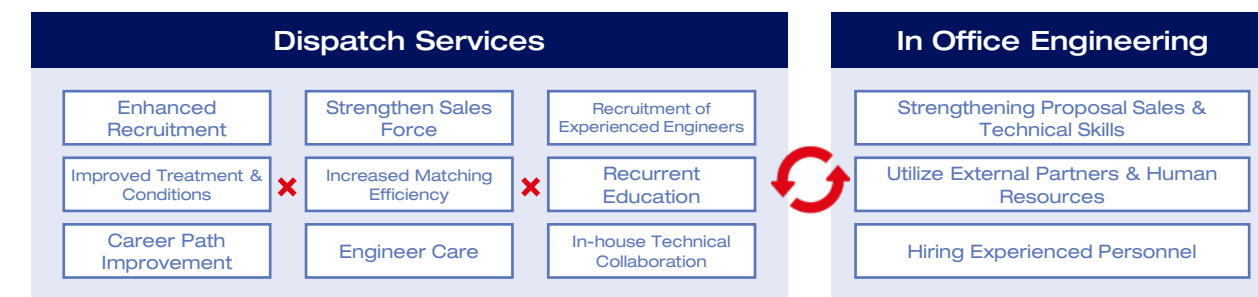
The number of workers has been decreasing since 2019. While demand in the IT industry has expanded, the supply of IT human resources is lacking. The number of people with disabilities who have difficulty in working due to various restrictions is insufficient in achieving the statutory work ratio of people with disabilities, and the need for diverse work styles that are not tied to time, or place is expanding. In addition, it is necessary to respond to the evolution of IT technologies and services and to address the aging of Employees in the future.

ISF NET has a track record of training middle-level engineers from scratch and a track record of training Japan.

We will develop and generate IT human resources by creating an "engineer's utopia" and strengthen our investment in human resources (training and challenge opportunities).

By realizing a flexible way of working through the shift to contracted projects and improving the ability of Employees to make money (increasing added value), we aim to be an organization that can realize a society in which all people can work with pride regardless of whether they are handicapped or not, individuals required for society, and organizations that can realize sufficient wages and salary levels as a social problem-solving company.

### Business Growth Measures



### Measure Effects



## CTO Message

### —Basic Concept of DX

From the perspective of promoting DX, it involves making significant changes to our business from the existing workflow. As a company that deals with digital technologies, one aspect is to leverage them for business improvement.

Another aspect is our pursuit of employment expansion through diverse hiring practices, aiming to create a "work-friendly environment" and generate new job opportunities. We consider this as one of the objectives of DX.



### —The Vision Of The Technology Department

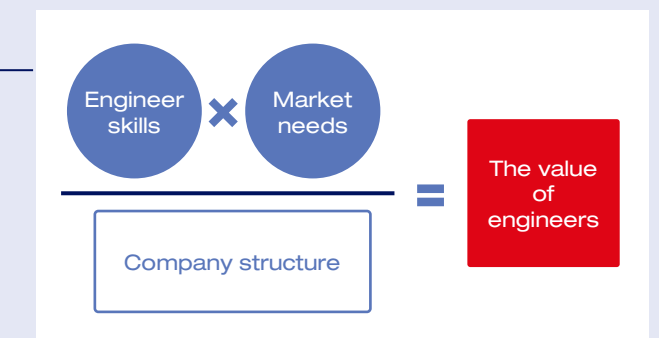
As one of our 10 visions, we have set forth "Towards the Ideal (Utopian) IT Infrastructure Engineer" at our company. Since the concept of "ideal (utopian)" varies from person to person, there isn't a single environment that can be considered the best.

We have diverse types of engineers within our organization, each with their own desired direction. In such a context, we aim to create an environment where each employee can craft their desired career and make their own choices, working towards the realization of our vision.

To achieve this, the company must establish mechanisms that transform the technical skills possessed by engineers into valuable assets in the market. This aligns with our earlier mentioned focus on promoting business DX (Digital Transformation). Our overall direction and aspiration revolve around elevating the value of employees' technical expertise in the market.

### —The Value Of An Engineers

Technical skills possessed by engineers do not always directly translate into monetary value. Transforming those skills into something that is deemed valuable and financially rewarding in the market is the essence of a business model. Therefore, the value lies in aligning engineers' pure technical expertise with what is demanded in the market, and leveraging that value is the concept of "the value of an engineer".



### —Efforts Towards Achieving The Envisioned State

Currently, we have set forth a vision with 10 items as technology evangelist objectives and are devising strategies to achieve that vision. Particularly, improvements in compensation, benefits, education and career paths, are areas in which many concrete movements have actually been made. We constantly contemplate "how to raise engineers' salaries and benefits" and create an environment where engineers can acquire the technical skills demanded by the market. For instance, we are actively incorporating external training programs to enhance our educational environment. This initiative also contributes to the professional development of IT instructors. Furthermore, we have implemented web-based learning systems and expanded online training opportunities to ensure that engineers can learn regardless of their work environment, thus broadening educational opportunities.

Additionally, we are currently collaborating with partners to learn high-demand technologies such as AWS and security, and expanding the environment for practical application of these skills.

Through such mechanisms, we are working towards increasing the value of engineers by themselves.

At the company-wide level, we are gradually designing various systems to promote flexibility in work styles, including flextime and workation. However, given the nature of our on-site engineering business, there are many members who cannot benefit from these work environment initiatives. Therefore, as we expand the flexibility in work styles, a challenge for us in the future is to determine "how to adapt to which systems and in what manner" while considering the requirements of on-site engineers.

### —Reflection On The Fiscal Year 2022

In 2022, a significant focus was on establishing the IT education system as a major framework. Initially, the education department was part of the President's Strategy Headquarters, encompassing company-wide initiatives and including human skills training such as business etiquette. However, aiming for more practical education in collaboration with technical teams, a dedicated IT education department called the "Solution Headquarters Engineer Support Department" was established within the technical organization in May 2022.

In this new setup, discussions were held with the engineering departments in the field to create educational content based on the specific needs of customers and engineers themselves. The mechanism was put in place for education to be conducted within the engineering departments, allowing for a more hands-on approach and going beyond traditional classroom or text-based training. As a result, we have been able to provide education that directly addresses the needs of the actual work environment.



Towards 2023, we are further developing these initiatives and launching an educational program in collaboration with resident employees. From start to finish, we aim to establish a consistent education system that connects education, practical application, and hands-on experience. This will create an environment where engineers can enhance their own value.

In 2022, we launched a security solution team called "Security Lab." This is an initiative to increase the number of engineers in the security field, which is always in high demand in the IT industry. Until now, we have trained IT infrastructure engineers from inexperienced, but engineers will go up to the next step. As the infrastructure environment gradually shifts to the cloud, I believe that security knowledge will be extremely important in order to increase the value as an engineer.

Security as a product encompasses a broad range and various solutions. Our focus remains on infrastructure engineers, who will gain additional security expertise. By possessing documentation and knowledge in security, our engineers can enhance their market value. This expansion also extends

## —Feature Of ISF NET's Technology Strategy

There are two key points to highlight.

Firstly, as we engage in resident business, our environment allows for the acquisition of new technologies and experiences in various new work settings, rather than being limited to a single technology. It is a distinctive feature of our company to foster engineers with a wide range of skill experiences. Particularly, for Sler, vendors, and distributor-oriented departments, there are typical companies or departments that specialize in specific products or solutions. In such cases, the skill range tends to be specialized in those particular solutions. Having expertise in a specific field can be a significant advantage, our company provides resident business services to customers with diverse clients, technologies, and solutions. As a result, having engineers with multiple skills is a characteristic of our company. In recent years, with the proliferation of cloud environments, particularly SaaS services, companies have shifted to an era where they select various functionalities and combine them to address specific challenges.

## —Solving Social Issues

Firstly, one key point is that Japan's society will continue to face the challenge of an aging population. This is an unavoidable reality. As the workforce declines and the senior population grows, creating a conducive work environment becomes crucial.

horizontally, as engineers with additional skill sets like "with Cloud" or "with Python" contribute to increasing their value. The establishment of the "Security Lab." in 2022 has set the stage for this progression.

The second aspect is flexible work arrangements and local employment. Remote work has gained prominence since the onset of the COVID-19 pandemic. Despite the gradual return to the market as the situation improves, we have continued to expand remote work policies.

During this time, we have expanded our systems and policies to support remote work. As a result, the ratio of department heads located outside of Tokyo has gradually increased, which has become one of our company's defining characteristics. Starting from 2023, the head of the Technology Division will be based in Sendai, leading the Tokyo-based team remotely. This kind of work arrangement has become possible. While challenges persist in implementing remote work for on-site business, we are gradually witnessing the spread of remote work environments and flexible work styles, which were significant trends in 2022.

In such cases, it becomes crucial to cultivate engineers who have knowledge of multiple technologies and solution environments, enabling them to have a broad perspective and adaptability. This becomes a significant aspect in the technical realm.

Another feature is concentrate in the engineer skills that won't go out of fashion soon. This stems from our company's specialization in infrastructure engineering since its founding. Currently, our skill base revolves around the three pillars of network, cloud, and security. Networks are difficult to change fundamentally once they have spread worldwide. I believe that as infrastructure, networks are unlikely to undergo significant changes. Especially with the expansion of networks and IoT, various devices are becoming interconnected with IT. In such cases, the connection of all devices and IoT equipment brings meaning. Hence, network technology is essential and will not suddenly disappear. The same applies to security. I don't foresee a day when security becomes unnecessary, so focusing on these aspect.

Developing working conditions and practices that allow for optimal efficiency, along with digitizing business operations, can lead to the creation of a more efficient work environment. Establishing such environment is a significant challenge and response.

Introducing new technologies such as automation and low-code development and utilizing them to produce tangible results are essential in addressing the challenges of an aging population.

Additionally, there is a perception that the world of engineering is somewhat distant and difficult to enter. The barriers to becoming an engineer are still perceived as high, and the current situation reflects a shortage of female engineers.

In the future, it is said that digital workers, who utilize digital devices for work, will account for over 80% of the total workforce,

## —Our Plans For The Near Future

In the future, we are focused on expanding our collaborative partnerships to create an environment where we can delve deep into multiple technologies. By actively collaborating with partners such as Microsoft, AWS, VMware, and others, we aim to increase the number of engineers with diverse skill sets. We are expanding these activities to foster mutual growth.

Previously, many companies realized that it was impossible to find engineers who possess all the required skills. As a result, there has been a shift towards the mindset of "let's cultivate together." We are actively increasing the number of partners and

## —Message As CTO

What we aim for is to be a "Choice-Driven Company." Currently, we are considering multiple career paths for engineers, such as specialists, managers, and consultants, to provide opportunities for skill development. However, it's not just about aiming for higher positions. Choosing not to climb the corporate ladder is also a valid option, in my opinion. Creating an environment where engineers with diverse values can find a work style that suits them is crucial.

even if they are not necessarily engineers. In this context, it is important to differentiate ourselves from other digital workers. Demonstrating the value of being an engineer to society and the market is a significant point in attracting more people to pursue a career in engineering.

Therefore, we aim to establish a solid foundation for flexible work arrangements and work-life balance. We believe that being an engineer can be seen as a skill that allows for freedom in work. We want to establish the concept of "engineers who can make their own choices."

expanding initiatives to collaborate with them in nurturing engineers.

This approach aims to reduce barriers to entry for new technologies.

Previously, if a team member had expertise in AWS but expressed an interest in working on security projects, it was often challenging to assign them to such projects. However, by increasing collaborative partnerships based on a relationship of mutual growth, we are lowering barriers to nurturing new engineers.

It is important to enable engineers to deliver results to the company and society through the work style they choose. To achieve this, we will establish mechanisms, systems, and environments that offer choices.

For those pursuing career advancement, I encourage engineers to proactively propose and create new value as engineers for the company, the market, and society. We believe that engineers should have the opportunity to turn their passions into business ventures.





# Foundation For Sustainable Growth

## E : Contributions to Global Environment

### Environmental Considerations and FDM Job Creation

#### ■ Cleaning and Sales of Recycled PCs

In 2021, we have been working with our partners to utilize recycled PCs as part of our environmental consciousness effort. Specifically, the company introduced the system as an employee's business PC, and employees purchased it as a private PC. Since our FDM (disabled members) support the cleaning and operation check of recycled PCs, the more PCs are sold, the more FDM jobs are created. In the future, we plan to expand this initiative to include business partners that can endorse it.

#### Achievement

1. Company's introduction as a business PC  
-Introduction of-20 units
2. Sales of employees as private PCs  
-30 units sold

#### ■ Contributing To CO2 Reduction By Introducing Eco-cars

We have introduced two low-polluting cars (commonly known as eco-cars) at our Sendai branch in accordance with the expiration of the company-owned car contracts at each location. Initially, we considered switching to electric vehicles; however, due to charging infrastructure limitations, we made the decision to transition to hybrid vehicles in the fiscal year 2021. Despite challenges caused by the COVID-19 pandemic and semiconductor supply issues, we successfully completed the vehicle delivery by the end of the year.

※The reduction in gasoline consumption resulting from each vehicle transition is as follows:

Based on an annual mileage of 10,000 km/year.

#### ● Reduction Of Gasoline (Fossil Fuel)

Vehicle 1	137,556 yen/ year	➡	81,793 yen/ year	55,763 yen/ year
Vehicle 2	103,549 yen/ year	➡	81,793 yen/ year	21,756 yen/ year
Total			77,519 yen/ year	

#### ● Reducing Carbon Dioxide (CO2)

Vehicle 1	1,784kg/ year	➡	773kg/ year	1,014kg/ year
Vehicle 2	1,026kg/ year	➡	773kg/ year	253kg/ year
Total			1,267kg/ year	

### Consideration and Contribution to the Environment

#### ■ Efforts Toward Paperless Operation

From the viewpoint of cost reduction and environmental conservation, we have been steadily moving toward paperless operations. The paperless trend has accelerated due to changes in work styles due to measures to prevent the spread of new coronavirus infection. We will continue to promote the introduction and complete paperless operations at all sites.

#### Major Initiatives

##### ● Use Of Cloud Signatures

The company introduced cloud signage in 2020, and the ratio of cloud signage has been around 5% to date. Even though the situation is still small, we plan to continue to appeal to customers in order to promote the use of cloud signage. (About 40% of business partner contracts, including EDI, are digitized.)

##### ● Use Of Electronic PDF Stamps For Quotations And Invoices

Among approximate 1300 monthly invoices, approximately 90% use PDF electronic stamping. The remaining 10% responded by mail at the customer's request. The head office uses 100% electronic stamps for the quotation, and we are continuing to take steps to standardize the quotation at each branch office in line with the head office. We have also switched to data storage for paper filing since July 20.

##### ● Cloud Signing Of Employment Agreement

Starting in September 2020, 100% of employee human resources documents, such as employee appointment notices, hiring agreements, and hiring documents, have been transferred to the cloud. In 2021, approximately 300 new employees were planned, and all of these procedures were conducted on the cloud side.

#### ■ Office Project

In response to the spread of infectious diseases of the COVID-19 since 2020, ISF NET has come to revise its approach to offices as it realizes free working styles in line with changes in the environment and its employees. The "Office Project" was launched there. We are working to create an environment that allows our customers and employees to spend more comfortably. We have renovated our Akasaka Office, Sendai Office, Osaka Office, and Numazu Office.

※ For more details, please refer to the section on diverse work styles (p.29).

#### About "Numazu Office"

ISF NET is committed to creating an environment where visiting clients and employees can enjoy greater comfort. We are actively involved in the Green Purchasing Movement and promote the adoption of environmentally friendly products.

Numazu Office not only emphasizes tranquility and convenience but also adheres to the unified design in line with ISF NET's Corporate Identity. Additionally, we have renovated the office to provide an enhanced level of service as a "Challenged Office" while also considering the environment.

(※Please refer to the following section for more details on our initiatives.)

#### Consideration To The Environment

- Reuse of waste materials: We use recycled tile carpet
- Use of FSC-certified wood as wall decor materials
- Introduction of high-performance air purifier, AirDOG
- Installation of air conditioning in each meeting room
- Installation of glass to allow natural light into each meeting room

#### Consideration for Welfare

- Barrier-free access allowing wheelchair movement
- Fully equipped multipurpose toilets (available for people with disabilities)
- Provision of welfare vehicles (suitable for wheelchair users)
- Conversion of entrance steps into full-length ramps for easy movement
- All corridors have a minimum effective width of 1200mm or more.
- All entrances to meeting rooms are equipped with sliding doors.



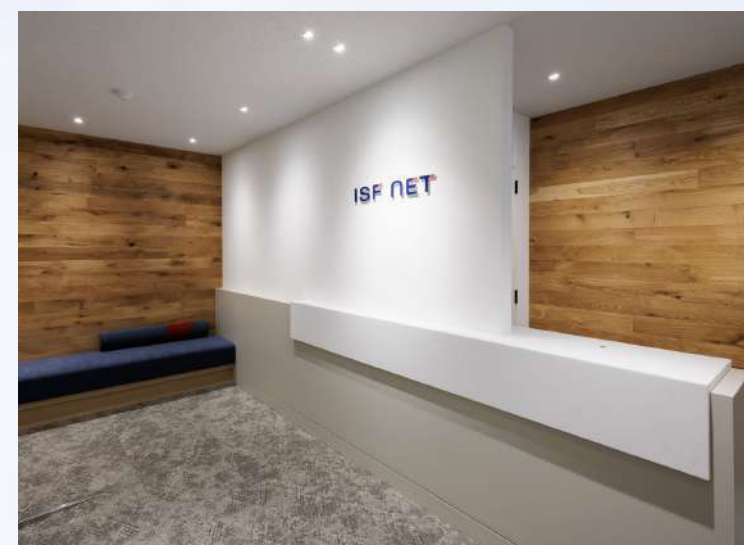
#### ■ Participation In The Green Purchasing Program

The Akasaka Satellite Office of ISF NET is enhancing the purchasing of eco-friendly products.

As a part of our efforts, when purchasing new consumables, we compare costs and select eco-friendly products. In the future, we intend to introduce the system to each office in the country as part of our office project.

- Items
  1. Tissue  
(Pulp+Milk Pack Recycled Pulp)
  2. Paper cup  
(100% Virgin Pulp)
  3. Garbage bags  
(Biomass plastic from vegetable derived raw materials)
  4. Toilet paper

We are considering creating a smart office for all branches in the future.





## Telework Promotion and "Cool-Biz"

### ■ Promotion Of Telework

Since 2020, ISF has set a target of 10 visions to be achieved in the near future. One of the 10 visions is to be actively promoting telework as part of our efforts to "realize freedom of work styles within three years." In the fiscal year of 2022, the telework rate was 55% of all employees. The goal is to create a telework environment in which 70% of all employees can work remotely by 2023.

In the future, in order to achieve a certain number of goals in telework and the goals announced in the Telework Tokyo Rule Implementation Company Declaration under the 10 visions, ISF NET has established several committees within the company and is committed to eliminating problems related to telework and freedom of work.

### ■ Telework Tokyo Rule Implementation Company Declaration

ISF NET Co. Ltd. declared the following on February 19, 2021, in the Telework Tokyo Rule Implementation Corporate Declaration.

- We aim to convert 70% of all employees to telework by 2023.
- We will create an optimal management environment for all types of management risks.
- In-house committees are established to ensure equal hiring of diverse human resources.



### ■ Cool Biz Initiatives

The ISF NET Group provides air conditioning temperatures at each site and facility, as well as business in accordance with Cool Biz; this will be maintained in the future.

Every year from May 1st to October 31st, the Cool Biz Period has been set, as part of our efforts to conserve electricity and prevent global warming.

#### ● Overview of "Cool Biz" Period Efforts

Implementa tion Period	2022/5/1~2022/10/31
Scope of Report	ISF NET Group Offices・Facilities
Content of Implementa tion	<p>Set the air conditioning so that the room temperature in the office is 28 degrees Celsius.</p> <ul style="list-style-type: none"> <li>• May 2nd to May 31st, October 1st to October 31st: Basic setting of air flow</li> <li>• June 1st to September 30th: Basic setting of cooling to 28 degrees</li> <li>• The clothing will continue to be business casual (no suit jackets during the Cool Biz period)</li> </ul>

We also encourage our customers to visit us with flexible clothing that matches their temperatures. We recommend remote work such as web conferences to prevent the spread of covid, and we ask our customers to cooperate with this.

## About Climate Change Opportunities and Risks

ISF NET assumes opportunities and risks related to climate change. Considering the frequency and size of these measures, we will consider the priorities before proceeding.

#### ● Main Opportunities

Resource Efficiency	Growing demand for efficient use of electricity and other forms of energy, as well as for the use of IT to conserve energy
Products & Services	Growing demand for services that contribute to the reduction of GHG emissions

#### ● Major Risks

Physicals	The possibility of impacting business continuity in the event of a weather disaster that damages the company's facilities or equipment
Other	Possible financing impacts and damaged reputation if the company's efforts to combat climate change were not deemed to be inactive

## Contribution to Local Communities (Aibora)

### ■ Heartfelt Volunteer Activities With Love "Aibora"

In fiscal 2022, due to the Corona catastrophe, some of our activities were discouraged. However, through the Team "Aibora" (Volunteering), the ISF NET Group encourages employees in Japan and other countries to interact with each community. Every month, we conduct "Aibora" cleanup activities in various locations overseas and nationwide, centered on Aoyama, Minato-ku, Tokyo, where the head office is located.

#### ■ Current Efforts

In March 2018, we launched our personal volunteer activities, called the "MY Bora Activity Report," in order to further activate our volunteer activities.

We have received numerous reports for the activities carried out in the fiscal year 2022, including blood donations and many others.



#### ■ Future Plans

Currently, the company-wide "Aibora" activities are discouraged due to the Corona catastrophe. However, in collaboration with the various internal committees for ESG activities, the companywide awareness raising activities will be carried out to promote "MY Bora" and restore volunteer activities.

#### ■ Fiscal year 2022 Results

Total number of people active on MY Bora: 7

### Donation to Food Bank

As part of our Aibora activities, we recently made a donation to a food bank during the replacement of disaster stockpiles within our company. We aim to contribute to reducing food waste by even a small amount and support the realization of SDGs goals such as "No Poverty" (Goal 1), "Zero Hunger" (Goal 2), and "Responsible Consumption and Production" (Goal 12). Going forward, we will continue our efforts to contribute to the local community and the nation through our business activities.

#### ● Donation Recipient

Branch Name	Donation Recipients	Donation Contents
Head Office	Through StockBase Co., Ltd. Children's Place Cafe Himawari Tokyo Kids Supporter	Canned Bread: 120 units Alpha Rice: 211 bags
Sapporo Branch	Food Bank Center, General Incorporated Association	Canned Bread: 15 units Alpha Rice: 15 bags
Sendai Branch	Through Miyagino Ward Office Sendai City Social Welfare Council Food Bank Sendai, Food Bank Tohoku AGAIN	Canned Bread: 24 units Alpha Rice: 24 bags Biscuits: 24 units
Shizuoka Branch	Food Bank Fujinokuni	Canned Bread: 9 units
Osaka Branch	Nishinomiya City Social Welfare Council, Social Welfare Corporation	Canned Bread: 33 units Alpha Rice: 33 bags

## Environmental Performance Data

In response to the increasing severity of various environmental problems in recent years, ISF NET will continue to work on power saving with the aim of reducing greenhouse gas emissions. From 2020, we are working on telework and paperless, and we will continue to promote it in the future.

### ■ Environmental Performance Data (2022)

This represents the amount of energy and resource input in business activities in the stationery field and the amount of environmental impact substances (output) generated as a result of those activities. All figures are for fiscal 2022.

Item	Unit	FY 2022	Remarks
Scope1 GHG emissions	metric tons CO2e	0	Our own direct GHG emissions
Scope2 GHG emissions		1,911	Indirect emissions with the use of power supplied by other companies
Scope3 GHG emissions		273,642	Emissions from other companies related to our activities
Scope3 (upstream)		273,642	Commuting, Business Travel, etc.
Scope3 (downstream)		0	Use and disposal of products
Total supply chain emissions		275,553	

※Calculations are based on the Ministry of the Environment's Green Value Chain Platform.

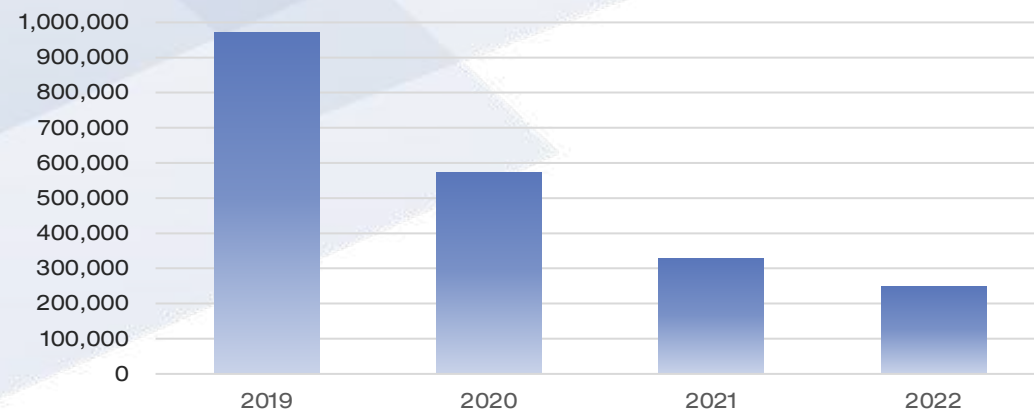
※In this calculation, we focus on the data on the use of electrical power, commuting, and business travels, but we plan to expand the scope of this calculation in the future.



## ■ Number Of Sheets Of Office Paper Purchased

(in sheets)

		2019	2020	2021	2022
Number Of Sheets Of Office Paper Purchased	sheets	972,000	571,500	328,000	249,000



## S : To Create an Excitement in Workplace

## From 30 Major Employment to Diver-In Employment

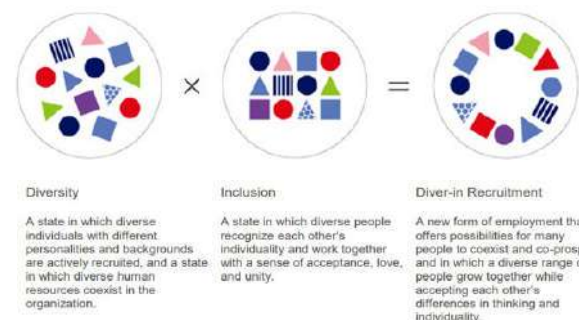
## ■ Diversity and Inclusion in Diversity Employment

Diver-in-Employment, which combines diversity and inclusion, is an effort not only to collect diverse human resources but also to provide potential for a large number of people, to co-exist, and to grow together while many diverse people accept the differences and personality of each other.

In order to create and provide a safe work environment for people who have been having difficulty working for a variety of reasons, Under the heading of "30 large jobs," we have been working to recruit those who fall under 30 categories, which are generally difficult to work. Diver-in Employment aims to create jobs without limiting jobs to 30 items so far, and to realize a wider range of jobs.



URL : <https://youtu.be/PQaZjW8rsZM>



We also published our branding movie "We Work" on our HP. Movies were carefully gathered by people from a variety of perspectives who actually worked for us, such as foreign nationals, severely disabled people, seniors, LGBTQIA people, and single-mothers. The content is designed to give everyone a real sense of the importance of being able to feel the joy of working regardless of their position or environment. The idea is to provide an environment where people can continue to work with a sense of security by realizing "Diver-in Employment" and a work environment where people with disabilities are concerned, and to let more people know about a variety of social contribution activities.

## Efforts to Promote Diver-In Employment

## ■ Sponsorship of Nagoya Rainbow Pride 2022

We pledge our support for Nagoya Rainbow Pride 2022 as a company committed to promoting "DiverIn Employment," a combination of diversity and inclusion. Nagoya Rainbow Pride aims to create a society where everyone, regardless of their sexual orientation and gender identity (SOGI), can live positively and happily, embracing their true selves with pride.

In preparation for this sponsorship, we have created T-shirts and banners featuring the ISF NET rainbow-colored logo. Additionally, in April, we organized an event called "LGBTQ+ Outreach Classes," hosted by the non-profit organization ASTA, to educate individuals about sexual minorities. Through these initiatives, we have sought to foster understanding and support for the LGBTQIA community.



## ■ Participation in the parade of "Nagoya Rainbow Pride 2022."

On May 16, 2022, approximately 15 volunteers, including employees and their families, participated in the parade of "Nagoya Rainbow Pride 2022." The weather was perfect with clear skies, and we proudly wore our company's original T-shirts and held banners as we marched around the vicinity of Oasis 21 alongside other participants.

Moving forward, the ISF NET Group will continue to work together as a cohesive unit to create an inclusive and vibrant workplace, contributing to the realization of a society where everyone can live authentically.



## Key Initiatives Related to LGBTQIA

- If an individual's surname changes due to marriage or other special circumstances, they can use a working name if desired.
- In health examinations (including gynecological screenings), arrangements have been made to allow individuals who identify as male and whose legal gender has not yet changed to undergo gynecological screenings (such as breast cancer screenings) if they so wish.
- Our company policy does not place significant importance on gender as a criterion for employment. Therefore, the entry sheet does not include a section for indicating gender.
- It is a common understanding that transgender individuals can use restrooms that align with their gender identity, and if they make a request to their superiors or the counseling office (Women's Council), they are allowed to use the restroom that aligns with their gender identity without having to come out to the entire company. Additionally, a counseling office is available in case of objections from other employees.
- Diversity training sessions led by the Diversity Department are conducted once a year specifically for managers. We are also considering mechanisms for individuals to express their allyship openly.
- A DiverIn Employment Committee has been established to work towards achieving diverse and inclusive employment. Through this committee, we create new environments and systems for target individuals, aiming to establish a safe and secure working environment for individuals with employment difficulties and those around them.
- Through the production of a branding video that collects voices from individuals in various positions within the company, we introduce ISF NET's efforts to create diverse employment opportunities, which have been ongoing since its founding.
- On a dedicated website for managerial employees, videos regarding creating a supportive workplace environment, including how to respond when someone from the LGBTQ community comes out, are available for reference so that managerial employees can learn the correct approaches at any time.
- We aim to realize diverse work styles irrespective of gender, age, nationality, or disability status. As part of reviewing welfare benefits, we have expanded the systems to include partnerships recognized by local governments from January 2022. These benefits are available to individuals in such recognized partnerships.





## ■ Conducting a Survey on D&I (Diversity & Inclusion)

We conducted a survey on D&I (Diversity & Inclusion) targeting 1,294 employees, primarily IT engineers.

### ● Purpose of the Survey

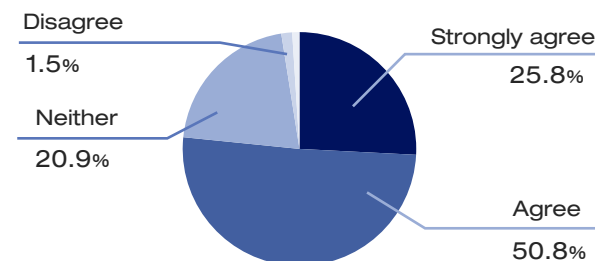
At ISF NET, we strive to create and provide an environment where everyone can work with peace of mind and find joy and fulfillment in their work. To achieve this, we have implemented various initiatives. This survey aims to "visualize" the values of inclusion, fairness, sense of belonging (IEB), and psychological safety within the company. By understanding the current situation and identifying challenges, our goal is to create a work environment where more individuals can work with peace of mind.

### ● Overview of the Survey

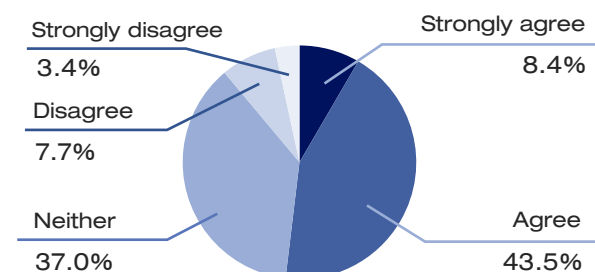
#### 1. Over 75% of employees feel that the management team understands and respects diversity

When asked, "Do you feel that the management team understands and respects diversity?" 76.6% of employees answered "strongly agree" or "agree" in response to the question, "Do you feel that colleagues and members around you understand and respect diversity?" 51.9% of employees answered "strongly agree" or "agree." While the management team receives high ratings for their understanding of diversity, it is evident that there is still room for improvement in understanding and respect outside of the management team. To promote understanding and respect for diversity, further information dissemination and training implementation are necessary.

#### Q I feel that the management team understands and respects diversity



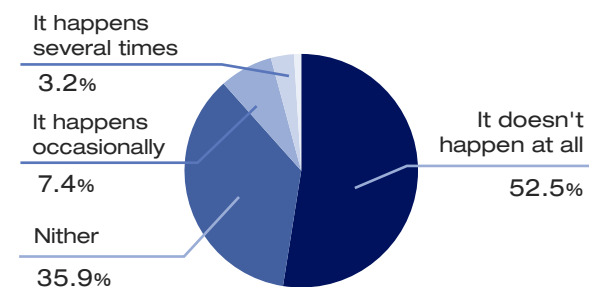
#### Q I feel that colleagues and members around me understand and respect diversity



#### 2. Many employees feel comfortable with workplace relationships

Regarding the question, "Have you ever felt discriminated against or subjected to prejudice in the workplace?" 88.4% of employees responded "not at all" or "not much." While this is a high percentage, as our company aims for seven zeros, improvement is necessary to achieve the goal of "0" in this area.

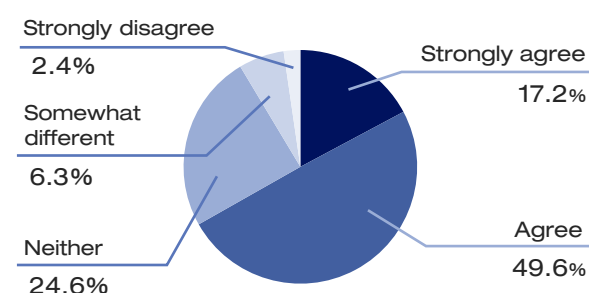
#### Q I have felt discriminated against or subjected to prejudice in the workplace



#### 3. Challenges in support systems and awareness in the workplace

In response to the question, "Do you feel that there is sufficient support in the workplace for you to work with peace of mind?" 66.8% of employees answered "strongly agree" or "agree" which is not a high rating. While efforts have been made to implement various systems such as support for employees in the childcare stage (parental leave, reduced working hours), telecommuting, and workations to achieve work-life balance, and the establishment of various counseling services, there is a challenge in delivering company information to engineers working at client sites. It is necessary to improve the dissemination methods and consider introducing new support systems to ensure that all employees have equal understanding and utilization of the systems.

#### Q I feel that there is sufficient support in the workplace for me to work with peace of mind



Based on the results of this survey, we will continue our efforts to promote D&I and create an environment where everyone can work with peace of mind.

## ■ DiverIn Week Event

In conjunction with Human Rights Week (December 4th to December 10th), we held the "DiverIn Week" to contemplate Diversity & Inclusion.



### What is DiverIn Week?

"DiverIn Week" is an internal event at ISF NET. Aligned with the "Human Rights Week" established by the Ministry of Justice and the National Human Rights Protection Commission in 1949, we took the opportunity to focus on diversity in employment and the respect for human rights, engaging in awareness-raising activities. Throughout this period, we provided events and content related to human rights respect to all our employees across ISF NET's locations. Furthermore, "DiverIn" is a term coined by ISF NET, combining Diversity and Inclusion. Since its inception, ISF NET has advocated "DiverIn Employment," actively working towards creating and providing secure employment opportunities for individuals facing various challenges in finding employment. Additionally, our CEO, Mr. Watanabe, shared a top message during this period, conveying the company's intentions and the purpose behind the event with all employees.

### DiverIn Week Top Message

Starting from the 2022 fiscal year, we are organizing the "DiverIn Week" to raise awareness and encourage contemplation on Diversity & Inclusion during Human Rights Week. Throughout this period, we will deliver events and content related to human rights respect to all our employees.

At ISF NET, we promote DiverIn Employment, allowing individuals from diverse backgrounds to thrive across various fields. This diversity serves as the foundation and driving force that brings value to our society. We have set forth ten visions, ensuring equal employment opportunities regardless of gender, age, nationality, or disability, and we cherish the importance of treating everyone with dignity and fairness.

Through this "DiverIn Week," we hope that each and every employee will deepen their understanding of diversity, reflect upon it, and take concrete actions to contribute to an even better ISF NET.

## Main Activities of DiverIn Week

During the DiverIn Week, we hosted a series of online seminars and events covering a wide range of topics related to gender, age, LGBTQIA, disabilities, nationalities, work-life balance support for parenting and caregiving, as well as diverse perspectives and empathy.

- LGBTQIA-related Training**  
 We invited Mr. Takeshi Ichikawa, the representative of the "on the Ground Project," to conduct LGBTQ・SOGI training, to deepen the understanding of LGBTQIA issues.
- ※"on the Ground Project"** is an organization that conducts training, lectures, and consulting activities with a vision of creating workplaces where sexual minorities can thrive, aiming for a society where the slogan is "It is natural for us to be there. We want to create a society like this."  
 (Source: <https://www.ongroundproject.com/>)
- Sign Language Video Delivery**  
 ISF NET Joy, a group company of ISF NET, provides employment support for individuals with disabilities, including the Deaf community. We collaborated with Deaf individuals to deliver sign language videos, fostering a better understanding of ISF NET Joy and sign language.
- Cross-Cultural Exchange Symposium**  
 At ISF NET, we have employees from various nationalities. We organized online cross-cultural exchange symposiums during lunch breaks to enhance mutual understanding among employees, promoting active internal communication.
- Video Distribution of Traditional Cuisine from Different Countries**  
 We shared videos introducing traditional dishes from various countries to encourage understanding of the diversity among ISF NET employees.
- Introduction of LGBTQIA-related Systems**  
 ISF NET offers various systems to ensure that employees can work comfortably as their authentic selves. By introducing these systems, we aimed to deepen understanding and create a more accessible environment.
- Promotion of Ally Declaration**  
 We distributed rainbow stickers across all locations, encouraging allies to openly express their support and solidarity in various situations.
- Press Conference on Promoting Disability Employment Services and Office Renovation (Numazu)**  
 During DiverIn Week, we conducted a press conference at ISF NET's Numazu branch to highlight our efforts in promoting disability employment services and office renovation, aiming to raise awareness both internally and externally.





## ■ Mechanism to Support an Environment in Which Everyone Can Work with a Sense of Security

### ~Initiatives for ISF NET's proprietary EMD

One of the efforts to support divers-in jobs is our unique "EMD." EMD is an abbreviation for "EMPloyment Doctor" and is a coined word of ISF NET. In a literal translation,

This means "hiring, doctors." The goal of this EMD meeting is to provide work support by consulting with each other on how to consider and assist them, so that those who have difficulties in working can work safely. Even if there is a problem or a difficult situation at the customer's destination, if the reason is due to its own characteristics, it is necessary to consider it, not the problem of the individual's efforts. Therefore, consideration and support methods are discussed with the advice of specialists.

Click here  
for related  
blogs



## ■ Content of EMD

### ● EMD meeting (from 2013)/Regularly held once a month

Initially, the employees who were slow in their work proficiency and had repeated communication problems multiple times were suspected that it was not due to a lack of effort on their part, but due to some characteristic.

There are a number of cases where the development characteristics of an individual are clearly diagnosed, and it is possible to provide a place where people in general enterprises have to leave the company because work is strict and where they can take into consideration the characteristics of the individual and perform their activities.

※ At the time of the inception, doctors at Kitasato University (now Occupational Medicine University) was able to share and was involved in the efforts of ISF NET.

Now that he is busy with teaching at the Institute of Mental Health and Health Sciences, Institute of Industrial Ecological Sciences, and has been instructing how to assist with the consultation of ISF NET's employees from the viewpoint of a physician. In addition, research is being conducted on the topics of at-work mental and social factors, support for balancing treatment and work, and industrial health for people with disabilities and small and medium businesses. We manage meetings with expert advice and accurate advice.

## ■ Results of EMD

We've worked closer to each person on EMD, and we have the following experience. Take advantage of job creation by many people.

	2020	2021	2022
Number of new targets	15	10	17
Number of support targets per year	22	26	30
Improved number after response	4	11	8
Improvement rate after response	18%	42%	27%
Diagnostics and notebook acquisition rate	31%	38%	23%

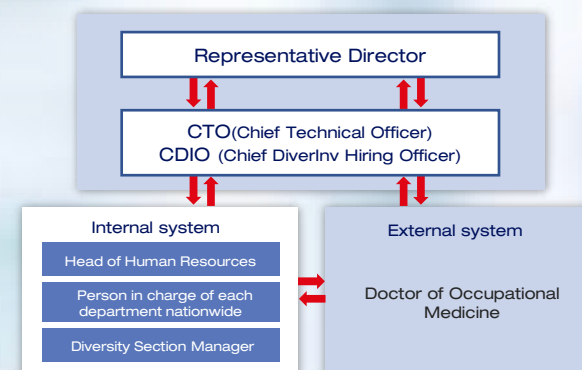
### Improvement Criteria

1. Those who have been able to work without complaints or complaints in support for six months.
2. Those who have been working for half a year, especially without symptoms

※ Results are calculated in the fiscal year of improvement.

## ■ EMD system

Internally and externally, we also collaborate with medical doctors at Occupational Health University.



### Comment from Dr. Eguchi, Occupational Medicine University

I feel that it is very unique that President Watanabe takes the time to give instructions and correspond to each individual. Various people also participate in and are involved in this meeting. It is wonderful as a system to devote enough time and people to discuss. ISF NET has an image of "making the most of each individual's characteristics among limited resources." It made me realize that it is important not only to arrange beautiful things but also to practice them more than anything. I think that it is not the case for other companies that they are working on this project and encouraging the acceptance of disabilities, while modifying the path. Recent years have also seen a change in social awareness. As the population is decreasing due to the decrease in the number of children and the aging of the population, we believe that it is becoming a time when we need to recognize diversity. Currently, my main participation is online, but I will continue to do my best to propose new ideas.

## ■ Effectiveness of EMD conferencing

Five main effects can be expected.

1. The consideration of the characteristics of employees and the support provided by the company have become clear, Creating an environment that is easy for people around you to support
2. Understanding the cause of employee's difficulty in life or work, making it easier to face with yourself
3. Can continue working without giving up on career
4. Smooth transfer and collaboration to group companies (well-being offices)
5. Better consideration and understanding of employees, such as fewer indications at the client

At EMD meetings, we clarify the reasons for employees who repeat problems. By doing this, you can understand not only yourself, but also the people around you as well as how to give consideration and support, and provide the appropriate work and support for each one. Of course, the participants in the conference are limited to those involved in support, and the conference operates in compliance with the confidentiality requirement. As a strength of ISF NET, which has strengthened its support structure from EMD meetings, it is the practice of multi-division collaboration across divisions. Through this EMD meeting, we are able to realize collaboration across external physicians, Group companies, and internal divisions

## ■ EMD's response in the future

At EMD, we will continue to strive to create places where we can feel the significance of our presence and be comfortably active. Specifically, we will support the acquisition of handbooks, provide and train operations according to characteristics and strengths, and provide support and consulting for people with ambiguous developmental disabilities at other companies.

## ● Good example of EMD

Example ①	<p>• After acquiring a handicapped person's notebook, transfer to a group. Currently active as a IT engineer for FDM</p> <p>I worked as an engineer at the customer's office, but I had trouble communicating at the company's office and had repeated mental failures. While continuing to provide support through EMD conferencing, I have been diagnosed with a ADHD with development disabilities and obtained a notebook. I am currently working at a group company because I would like to have an environment with support personnel who understand the characteristics of the system.</p>
Example ②	<p>• After obtaining a handicapped person's pocketbook, rational consideration will become clear, and future concerns will be reduced.</p> <p>Although I worked hard to support the work that I was not good at it. There were people who took a long-term leave due to mental problems caused by the emotional burden and anxiety about the future. After continuing support at the EMD meeting, I had repeated interviews, received a diagnosis of developmental disorders, obtained a notebook, and engaged in work that matched my aptitudes. Currently, I am working, and I have been able to reduce my anxiety about the future, and I am working with a sense of security.</p>
Example ③	<p>• Rework of group companies to enable careers as an engineer and return to work</p> <p>A person who took a long-term leave due to mental health issues underwent rework at a group company (x) for three months during the leave period, and after returning to work, is working as an IT engineer at a customer site. Even after returning to work, regular interviews are held to support the retention of employees at Group companies</p>

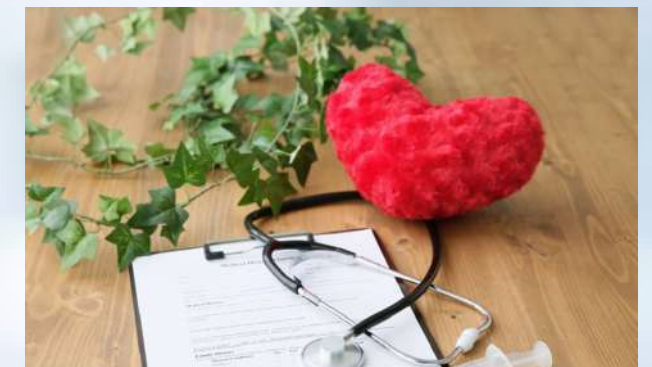
## ■ Benefits of EMD conferencing

Five main effects can be expected.

1. It is clarified that this is not the cause of the lack of effort of the employee, and the fear of the self is eliminated. Also, one can work with a sense of security
2. Employees' understanding of the characteristics of their customers has been improved, and they are able to continue to work in a conscious environment.
3. Support for obtaining a handicapped person's pocketbook is available, allowing only one person to consult with a specialist.
4. Working with an employee who understands a variety of characteristics and personalities as a matter of course makes the feeling easier

Like these efforts, we create and provide a secure work environment for those who find it difficult to work for various reasons. There is also a culture in which such divers-in jobs are obvious. EMD conferencing is one of the challenges in realizing such diver-in Employment.

We will continue to make every effort to support a future in which each person is different and is obvious, and the differences are transformed into strengths.





### ■ PRIDE Index Gold Wins Third Consecutive Year

PRIDE Indicator is used to create a work environment where gender minority members, such as LGBTQIA, can work in their own way within a Japanese company. They were established by work with Pride, a voluntary body that supports them. The company's efforts are evaluated in each category and awarded at Gold, Silver, and Bronze based on earned points. Since its inception, ISF NET has been working on Diver-In Employment. It was acknowledged that not only LGBTQIA users but also those in various circumstances are working together, so that we are strictly managing their personal data and creating an environment in which the individuals can work more comfortably. As a result, the company received the highest "Gold" rating for the third year in a row.



### ■ Acquired The Highest D&I Award Index

The D&I Award is an award to certify companies that engage in diversity and inclusion (D&I). It was held by Job Rainbow, Inc. to support them. In this award, we focus on five aspects of diversity: "LGBT," "Gender," "Disability," "Multi-Culturalism," and "Child Care/Nursing Care." We evaluate the activities of application companies nationwide using our own index and certify them to "Beginner," "Standard," "Advanced," and "Best Workplace" based on the number of scores. We are working with people in a variety of contexts, and we are committed to ensuring the management of personal information and creating an environment in which the individuals can work more comfortably. These efforts have been highly evaluated, leading to the highest evaluation "Best Workplace" for two consecutive years.



### ■ Endorsement of "Business for Marriage Equality"

"Business for Marriage Equality" is a campaign to visualize companies that support marriage equality (legalization of same-sex marriage). It is jointly managed by three non-profit organizations operating in Japan: Marriage For All Japan (MFAJ), a public interest incorporated association; Lawyers Network for LGBT and Allies (LLAN), a non-profit organization; and Nijiro Diversity, a certified non-profit organization. This campaign aims to create a more equal and comfortable society for all to live in within a few years of legal reform.

### ■ LGBT for Business, Declaration of Support for Equality

The Declaration on LGBT Equal Support for Businesses is a campaign in the country and abroad that calls for support for signing for the enactment of LGBT Equal Legal. It is operated jointly by three organizations: LGBT Legal Federation, a federation of more than 100 LGBT related organizations nationwide; the Human Rights Watch, one of the world's largest international human rights NGO; and the Athlete Alay, which conducts activities related to sports and LGBT. The goal is to eliminate discrimination against LGBT and create a society in which everyone can live equally by endorsing signatures and visualizing the voice of endorsement with the country.

#### What is LGBT Equality Law?

The law prohibits discriminatory treatment based on sexual orientation and gender identity, and treats both LGBT and non-LGBT people "equally. We are calling for broad support for the law from Japan and abroad, and we aim to enact the law by delivering important signatures received from you to the Diet.

(Taken from the official website: <https://equalityactjapan.org/>)



## Initiatives to Nurture Next Generations

### ■ Implementation of Diver-in Employment Training for Universities

Watanabe, CEO of our company, took the podium at Daito Bunka University's business administration course, "Companies and Managers." The theme of the lecture was "Human resources and measures required for IT human resources in the future." A lecture was given from the perspective the value of ISF NET and its thoughts to students who will be looking for a job in the future.

At the end of the lecture, there were questions and answer and recruitment information. In addition, after the event, many students, including representative Watanabe, came to listen to our story.

Representative Watanabe gave a passionate speech to the students, citing "whether the company values its employees" as a major point in choosing a company.

Students were nodding their heads at these words, "In the case of new graduates, they step from the environment of university, where they can choose who to associate with, to a society in which they cannot choose based on their likes and dislikes."

Even if you have a certain amount of experience in working people, many problems can arise if the company fails to take measures such as internal harassment or discrimination.

How many companies do not turn their backs on these problems and make maximum efforts to solve them, or try to protect their employees?

At ISF NET, one of our 10 visions is "to become a company with zero worries about human relations. This expresses the company's desire to reduce non-work related problems to zero. ISF NET also aims to be a company where employees do not feel stress in their relationships through ISC.



## Efforts to Promote the Advancement of Female Employees

### ■ General Enterprise Action Plans Based on the Female Employee Activity Promotion Act

In order to promote the advancement of female employees in their working life and to improve the diverse working conditions of workers, the system is designed to understand the status of the company's female employees and to develop measures and implementation timing to resolve issues according to the company's actual situation.

#### General Operator Action Plan based on the ISF NET Female Participation Promotion Act Action Plan Period: June 1, 2021 to March 31, 2024

Goal1	By 2023, at least 20% of managers will be female (to raise the ratio of female managers).
Goal2	Expansion of systems that are not affected by life events and promotion of system use.
Goal3	Strengthen support systems for diverse work styles and aim for more than 40% of new graduates hired by 2023 to equalize the number of women hired.



## ■ Initiatives for the Promotion of Women's Activities

### ● Follow-up and career resumption support during child-care leave and maternity leave

The Strategic Human Resources Consulting Department provides support from the beginning of a child's birth and child-care leave to the time of returning to work and after returning to work. We have created an environment in which employees can safely leave work or return to work, such as interviews before and after leaves of work or sharing company information during leaves of work, so that they can continue to work while experiencing major life events, such as pregnancy, birth, and child-rearing.

### ● Introduction of a Female Manager Mentor System

In 2022, we introduced the Women's Managers Mentor System as a trial, and we are fully following up with new managers. We are working towards the full launch in 2023.

### ● Creating job opportunities for single mothers in collaboration with NPO companies

In 2021, a single-mother who has joined the company through an introduction to the organization was registered as a IT infrastructure engineer in collaboration with "SHINGUMAZAZU-FROURAMU." For those who are struggling in a similar position and are looking for a place to work despite their skill, we introduce them on our blog, including stories of experiences from employees who have actually joined the company and are active in the company. We are also actively engaged in activities to support those who work while raising children.

Blog :  
[https://www.isfnet.co.jp/isfnet\\_blog/index.php/2022/08/04/2166/](https://www.isfnet.co.jp/isfnet_blog/index.php/2022/08/04/2166/)

### ● Establishment of the Female Advancement Promotion Committee

We propose measures to create an environment in which female employees can play an active role. The committee proposes measures to create an environment in which female employees can play an active role. The committee aims to increase the number of female managers, create an environment in which shorter control positions and shorter working hours can be used, and create training and study opportunities for female managers.

### ● Periodic transmission of data to employees via DS (Diversity) communication

The Diversity Section of the Strategic Human Resources Consulting Department plays a central role in disseminating "DS (Diversity) Communications" once every two months. We introduce the system and the voices of the users of the system to our employees and make them aware of the system.

### ● Role model works in a pamphlet format for internal and external development

We interviewed management and employees who have returned to work after the child-care leave and are working on shorter work days, about their work details, how to make work compatible with child-care, and their future goals. We are communicating a realistic voice within the company.



### "Shorter-working-hours employees"

Click here for the interview article



## ■ Participating in the Children's Smile Movement and registering as a company to support education

We participated in the "Children's Smile Movement," a movement to create a sense of value for children throughout society. We have participated in the "Children's Smile Movement", a movement that fosters a movement to cherish children in society as a whole. At ISF NET, we believe that life events such as childrearing and marriage should not disrupt careers, and have introduced systems that go beyond the legal requirements to support the childrearing generation. For example, if a elementary school child is injured or becomes ill, they can take five days of paid leave per year under the Child Nursing Leave System to care for their child. In addition, employees who are raising children up to the age of 18 can take up to two days "children's event leave" per year. In this way, we have created an environment where employees can cherish their time with their children.

### Children's Smile Movement

The "Children's Smile Movement" is an initiative aimed at fostering a societal atmosphere that values children and implementing various actions from a child's perspective to bring smiles to their faces. It is strategically promoted through collaboration among various entities, including Tokyo Metropolitan Government, companies, organizations, municipalities, and schools. ( For more information, please visit the Tokyo Metropolitan Government's Children's Smile Movement website: <https://kodomo-smile.metro.tokyo.lg.jp/kids/about.html> )



## Efforts to improve the rate of male employees taking childcare leave

### ■ Formulate a three-year plan to help 100% of male employees take child-care leave

In June 2021, the Child and Family Care Leave Act was revised, and in April 2022, it was implemented in a phased manner. From April 1, it has been mandatory for workers who have applied for pregnancy or childbirth to take measures to individually inform and confirm their intentions. In addition, from October 1, a flexible childcare leave framework and the division of childcare leave will be taken in the immediate postnatal period.

Along with the revision of this law, ISF NET has formulated a three-year plan with the goal of achieving a 100% child-care leave utilization rate (\*) for male employees by 2025. By setting targets and working on them, all employees value life events such as birth and child-rearing, with the aim of balancing work with child-rearing.

2022 target (preparation period)	Building a foundation for understanding systems
Target for 2023	All employees correctly understand the system.
Target for 2024	An environment in which the system is understood and the target users can use the system correctly
Target for 2025	Achieved 100% use of child-care leave*

※Percentage of employees taking childcare leave

### ■ ISF NET's track record

ISF NET chooses a variety of work styles for its employees. We are working to enrich both "work" and "life other than work" such as child-rearing, care, and hobbies. In addition to child-care leave, we have focused our efforts on creating an environment in which employees can work with a sense of security, including the development of various vacation systems, such as parental leave, spouse birth leave, child-care leave, and child event leave, as well as the development of "Papa Manager's Interview" articles. As a result, the male child-care leave utilization rate has risen every year, exceeding 90% in 2021. Almost 100% of employees have returned to work. In addition, we will continue to set up extensive support systems and systems with the aim of achieving a 100% male child-care leave acquisition rate by 2025.

### ● Number and rate of child-care users (by gender)※

	In 2018	In 2019	In 2020	In 2021	In 2022
Female	17 (100%)	11 (100%)	19 (100%)	16 (100%)	16 (100%)
Male	9 (29.0%)	17 (73.9%)	27 (79.4%)	20 (90.9%)	26 (74.3%)

※ Percentage of employees taking childcare leave

### ● Return rate of employees who took child care leave

	In 2018	In 2019	In 2020	In 2021	In 2022
Female	100%	92%	92%	93%	86.7%
Male	100%	100%	100%	100%	100%

### Key Initiative



- Declaration of 100% male child-care leave  
Work-Life Balance Co., Ltd. agrees that in order to promote D&I and encourage men to take childcare leave, ISF NET has endorsed the "100% Men's Childcare Leave Declaration". We have created an environment in which child-rearing employees can work with a sense of security, such as introducing a shorter working hours system and a telecommuting system. Currently, we are focusing on creating an environment that makes it easier to use systems not only for female employees, but also for male employees who wish to take child-care leave  
▼ ISF NET "Declaration of 100% Male Childcare Leave" page  
[https://work-life-b.co.jp/mens\\_ikukyu\\_100/#list146](https://work-life-b.co.jp/mens_ikukyu_100/#list146)
- Creation of brochures to promote interviews and system understanding among employees  
In order to make it easier for male employees to take child-care leave, we interviewed two male employees who have already taken the system, including preparations for taking the system, how they are off from work, and future issues. We are also working to develop this content within the company so that employees can safely take child-care leave.

### "General Manager Papa" Interview article



- Child-raising FAQ website  
Many become new papa and mama every year, and work hard to raise their children. In order to alleviate the concerns of new papa and mama, we have established a "Child-Raising FAQ Website" where senior papa and mama can share trivia and other useful information. I hope this will be an opportunity to access child-rearing information that I did not know before.
- Lectures before and after the male child-care leave  
In January 2022, in order to deepen employees' understanding of taking childcare leave, we held an online course "Introductory course for ikumen to change the company by promoting male childcare leave" which was hosted by Hiroshima Prefecture for employees nationwide. Introduction of child-care leave-related laws, systems, and model cases at courses including group work. This provided an opportunity for participants to understand that taking child-care leave by a man is of great benefit to companies and homes, as well as to the parties involved.
- Introduction of "Child-care Leave Acquisition Security Benefits" (from July 2022)  
In order to encourage employees to take childcare leave, we have introduced a new income security benefit for childcare leave. This system provides benefits to members who have been with the company for one year or more from the company's original "Smile Mutual Aid Association." (\*Conditions apply)



## Diverse Ways of Workin

### ■ Establishment of Office Projects and Review of the Approach to the Office

In order to realize a diverse range of work styles, ISF NET has taken early steps to introduce telework, including the construction of a cloud environment and a network environment. We are also working to expand systems that take into account each employee's working style and circumstances.

In response to the spread of the new coronavirus infection from 2019, we have recommended off-peak commuting and telecommuting, and promoted the improvement of the telework environment as a preventive measure. Amid the changes in the environment and the realization of free work styles that suit the needs of employees, we have decided to review the way the office should be.

A wide desk has been set up so that employees do not get stressed during their work. The space is relaxed, making it easy for each of them to concentrate. We also have a separate videoconference room that lets you focus on video conferences without disturbing external sounds or movements. ISF NET plans to launch this office project at its offices nationwide. We will strive to improve the operational efficiency of our employees by creating an office environment that is easy for even one or more people to work in and providing the best place for customers.

### ■ Opened a Satellite Office in Akasaka (Minato-ku, Tokyo)

We have set up an office project to create an environment that will make visiting customers and employees more comfortable. The newly opened Akasaka Satellite Office is designed to be consistent with our corporate identity, while at the same time trying to make it more comfortable, accessible, and convenient.

ISF NET, which has realized various work styles in line with changing work styles, has recently opened the 3rd floor in addition to the renovation of the 2nd floor of the Akasaka office.

The Akasaka Office is located a one-minute walk from Akasaka Mitsuke Station and is a favorable location where you can use the Tokyo Metro Ginza Line and Marunouchi Line. There is also Nagatamachi Station nearby, which is considered to be the same station, and you can use the Tokyo Metro Hanzomon Line, the Namboku Line, and the Yurakucho Line. There are also many restaurants and convenience stores in the vicinity, and one of the attractions is that the employee's lunchtime is enhanced.

Akasaka Office Site Information  
〒107-0052 Makino Building 2F, 3F, 21-3, Akasaka 3-chome, Minato-ku, Tokyo

### ■ Renewal and Opening of ISF NET Sendai and Osaka Branches

This time, the offices of the ISF NET Sendai and Osaka branches have been relocated. Similar to the Akasaka Office, we are working to unify our design in accordance with our corporate identity (Corporate Identity), while at the same time pursuing a sense of comfort, freedom, accessibility, and convenience.



● Sendai Branch

The Sendai Branch is a favourite office located about four minutes' walk from the east exit of Sendai Station. Sendai Station was selected as one of the 100 stations in Tohoku, and it is also attractive to have shopping, meals, hotels, and other facilities in the vicinity of the branch.



● About the Osaka Branch

The new office is located along Midosuji, close to Yodoyabashi Station and Kitashinchi Station. Kitashinchi is also nearby, making access more convenient than ever. We will continue to strive to create an environment in which customers can easily visit each other.

### ■ Introduction of Remote Work System Outside Home

The Remote Work System is a system that enables all employees of ISF NET to remotely work outside the home and refresh their work during off-hours. The employees who use this system are as follows

#### Off-home Remote Worker

A person with unavoidable circumstances, such as performing remote work at his/her home for caregiving

#### Workation Worker

A person who performs remote work for the purpose of refreshing to enjoy leisure after working hours

Employees can work remotely from home for up to 5 business days per monthly application. In addition, workation employees will be paid a workation allowance in place of the remote work allowance in accordance with our company regulations.

### ■ Purpose of Introducing the System

Prior to the Corona disaster, we have introduced work at home in order to provide freedom of working styles for employees who have difficulty getting into the office due to various circumstances. Currently, we are introducing work from home to all employees due to the spread of coronavirus. Along with this, we have begun a project to revise the office architecture, and we have been pursuing better working styles suitable for the new era, such as the implementation of a workation trial in Hagi, Yamaguchi.

The introduction of the remote work system outside the home is aimed for further improving the degree of freedom in employee's working styles, which could not be achieved with work from home so far. It is expected that it will prevent resignation and help in communication of the employee. In the future, we will continue to work to strengthen our system and disseminate it throughout the company so that we can achieve a balance between work and life for all employees.

### ■ Implementation of Work

The purpose of our remote work system outside the home is to support the creation of local communities through interaction with local residents, with the refreshment of employees in mind. We will make every effort to support the challenges faced by local governments from the standpoint of IT companies, and to promote our new efforts through workstations.

The following is a comment from the participant.

"With the use of the remote work system outside the home, we carried out team-workation in Ashikita-cho, Kumano, for the purpose of interacting and refreshing with employees who normally work in remote locations. Since this was for the first time since the system was introduced, we would like to be deepen our understanding of how IT companies can contribute to regional creation based on the challenges of using the system and interactions with local users. We also hope that this will be an opportunity to encourage more diverse work styles for our engineers.

We will make every effort to promote the use of this system within the company and to activate our efforts to support the creation of local communities through the implementation of this type of workshop.

#### ▼Work in Hagi, Yamaguchi,



#### ▼Workshop in Ashikita-cho, Kumamoto,

Located in the southern part of Kumamoto Prefecture, it is known as a production area for sweet summer mandarin oranges and deco pons, which are grown in a rich natural environment. Currently, we are using the initiatives that allow employees to experience local work in Ashikita-cho, Kumamoto Prefecture, and are implementing the first work after the system has been introduced.





# Initiatives in Human Capital Management

## Achieving Personnel Capacity Management

- Increase organizational mobility**  
 Each executive launches a project with their own ideas and increases their job title in the company. Accordingly, we will increase organizational mobility by assigning employees who do not have a job title or job title to those positions.
- Activation of reskilling**  
 Many of our engineers work in the same way as resident engineers in our clients. In order to respond to the ever-evolving IT technology, we provide an opportunity for engineers to learn new technology after completing work at the customer's site. In order to further increase the value as an engineer, we conduct reskilling.
- Environment in which young people and seniors can take on challenges**  
 With the YEC system and a wide range of career paths, we have created an environment where everyone from young to seniors can play an active role. We use various systems to create an environment in which employees can take on challenges without worrying about their age.
- Utilize and assemble the knowledge of consultants**  
 Experts are invited to each department as advisors. By sharing the knowledge obtained from consultants across departments, we believe that they can be used more effectively.
- Realization of diver-in employment**  
 We will continue to create an environment in which all those who have the intention to work, regardless of age, gender, nationality, or disability, can work securely.
- Penetration of corporate vision**  
 Our 10 Vision is designed to enable our employees to share with them the goals they need to achieve in the near future. We will broadly disseminate this vision both inside and outside the company, and aim to achieve employee and company growth through the realization of the vision.
- Realizing a Free Working Style**  
 We have introduced remote work, shorter working hours, workation, and satellite offices so that employees with various circumstances such as childcare and nursing care do not give up their work. We will continue to consider measures so that we do not feel that it is difficult to work due to each situation.

## Starting Design story project (DSP)

DSP is an active code of conduct that evolved from ISC, which is the philosophy and ethics of ISF NET, and was established as part of design management.

It is a general term for the update process, and is a project to create a corporate culture through the altruistic and active code of conduct of employees. Earnestly practicing DSP by all employees of ISF NET, will build an ISF NET brand and corporate culture with human resources that are in line with social trends and needs and cannot be replaced by other companies. We aim to improve the level and quality of our services, improve our brand power, and grow our employees.



The DSP, which will be launched this time, was born as a code of conduct based on ISC's "way of thinking", "humanity", and "vision". The actions of each and every employee determine ISF NET. By having all employees implement DSP, we will grow ourselves and grow ISF NET. DSP will also grow in line with the changing times.

## About movies

Title: DSP (Design Story Project)



## Five Objectives of DSP

DSP was established with the following five objectives.

1. Creating a good corporate style
2. Building great relationships
3. Growth as a Person (from an altruistic viewpoint)
4. Company growth (inter-divisional collaboration)
5. Strengthening relationships with customers

## DSP's Six Codes of Conduct

### 1. Respect each other

We value the standpoint and idea of each other, understand the differences between each other, and consider the best way through communication.

### 2. Have ownership

Without thinking that someone will tackle the issues of the company and the site, take it for yourself and act proactively with an altruistic heart.

### 3. Enjoy the changes

Create a culture in which you can update your skills and values while coping with change and support each other's challenges.

### 4. Sincere and honest attitude

Linking advice to growth with a straightforward posture and sharing negative things with integrity

### 5. Keep promises

We build trust by keeping our promises to ourselves and those around us, and building trust.

### 6. Greetings and words with a smile

Say hello from yourself as a kickoff of communication and create a cheerful and comfortable working environment with words of gratitude and consideration.

## The Birth of DSP

In recent years, the spread of the novel coronavirus has brought about changes in work styles and required skills in various industries. In this rapidly changing era, what companies are seeking is growth that aligns with these changes. To achieve growth as a company while empowering each employee to adapt flexibly to the evolving times, we have introduced the Dynamic Standard for Performance (DSP), a set of guidelines that can be updated annually.

DSP was primarily developed by young executive candidates known as YEC, in collaboration with the public relations, education, and group company members. We decided on the DSP through repeated discussions and exchanging opinions with Value Create Co., Ltd. (Headquarters: Minato-ku, Tokyo; Representative Director: Tetsuya Okabe) as an external facilitator. DSP was created with the intention of creating a company code of conduct, sticking to each and every word and notation, so that all employees working at ISF NET can work in a better environment.

About Value Create Corporation:

Company Name: Value Create Corporation

Representative: Tetsuya Okabe, Representative Director

Address: 7th floor, Tatsu Building, 1-18-2 Ginza, Chuo-ku, Tokyo 104-0061

Established: May 2001

Business Activities: Management consulting, education and training, production, investment, human resources introduction

URL: <https://www.valuecreate.net/>

Since our founding in 2001, we have been conducting business under the theme of "value creation." This includes management advice, production, investment, and international endeavors. As of 2020, we have also embarked on the HR (Human Resources) business. What all our businesses have in common is the pursuit of "value creation" for companies. Under the name "Value Create," we will continue to explore new avenues of value creation.

# Creating a Society Where Everyone Can Be the Model

## Initiatives as a "Social Good Company"

At ISF NET's Numazu office, we not only offer IT engineer dispatch services but also provide a "Challenged Office" to support companies in achieving their legal employment rates.



The "Challenged Office" not only aids companies in meeting their legal employment requirements but also contributes to the local community by promoting employment opportunities for people with disabilities. To enhance the "Challenged Office" and provide a better working environment for employees, we have renovated the Numazu office with consideration for the environment and welfare. From the newly renovated Numazu office, ISF NET is launching its journey as a "Social Good Company," aiming to have a positive impact on the environment and the local community.



## ■ Challenged Offices

Under the Act on Promotion of Employment of Persons with Disabilities, business owners with more than a certain number of employees are obliged to ensure that the proportion of employees with physical, intellectual, and mental disabilities exceeds the statutory employment rate. The statutory employment rate for private companies is 2.3%, and employers employing 43.5 or more employees must employ one or more persons with disabilities. However, there is a problem that many companies have not been able to achieve the statutory rate. "Challenge Office" is a service that offers a range of services from introducing people with disabilities to providing support after they are hired to companies that have trouble hiring disabled people. In addition to achieving the statutory hiring rate, companies can implement CSR activities by creating jobs.

The ISF NET Group provides training for those who are concerned about working with disabilities with the aim of finding a job. Leveraging the know-how we have cultivated over the years, we will introduce human resources to companies and provide installation consulting. We provide a wide range of support services to meet the needs of companies, such as recruiting service, deployment of administrators from the ISF NET Group, and consulting services.

## ■ Press Event

Since its founding, ISF NET has been working to create and provide a safe working environment for people who have difficulty finding employment for various reasons. The "Challenged Office" initiative in Numazu City this time is one of them. A press



conference was held with the mayor of Numazu City, Yorishige, in the hope that more people would be aware of the efforts of ISF NET.

## ■ Donation to Numazu City by utilizing "Enterprise Furusato Payment"

This time, we donated a total of 1,000,000 yen. It is used for the regional revitalization of Numazu City as the following three uses.

1. Startup support program
2. Numazu-to-go support program
3. Children's Location Coordination Project

### ● Background of Donation

ISF NET has a branch office in Numazu City, which mainly dispatches IT engineering business. ISF NET Joy, a group company, also has a business site in Numazu City that provides work support services for people with disabilities.

In addition, our representative Watanabe wanted to give something back to his birthplace, Numazu City. This time, we made a donation to Numazu City as a corporate version of the home tax. By donating donations to the above projects, we want to contribute to the regional activation of Numazu City. We will continue our efforts to contribute to local communities and countries through our corporate activities.

Corporate version of Furusato tax:

In order to further accelerate local revitalization initiatives, the corporate-level hometown tax payment (local revitalization support tax system) is a mechanism for corporate-related taxes to be deducted when a company makes a donation to a local revitalization project undertaken by a local government. It is expected that this will enable companies to contribute to society through the promotion of local communities and achievement of SDGs, and that new partnerships will be created between local governments and enterprises, and the movement for regional revitalization will become more active.

In addition to creating an environment in which people can work with fun, we are working to create jobs that can work with a sense of security for all people with diverse personalities.

### ■ "Initiatives for Lifestyle-related Diseases"

Establishment of an in-house environment in which employees can work on their own health

### ■ "Initiatives for Sleep and Rest"

Working with company physicians and internal committees to strengthen mental health measures, correction of long working hours, stress management measures, etc.

### ■ Efforts to Stop Smoking

Prohibition of Smoking during Work Hours and Strict Adherence to Circle Smoking Rules, Considering the Neighborhood

## ■ Activities to Promote Health Management

In 2021, ISF NET established the Safety and Healthy Committee to disseminate its philosophy and related measures. Especially in order to enhance the safety and health of employee, we have defined "seven zeros" in ISC for items that should be lost in the company (the goal is to be zero) and are working to promote health and management. In addition, the Health and Safety Committee will "create an attractive working environment based on seven ISC zeros."We are working on the basis of our basic policy.

### "7 zeros" at ISF NET

- |                                 |                              |
|---------------------------------|------------------------------|
| 1. Harassment                   | 5. Internal Factions         |
| 2. Bullying                     | 6. Unreasonable Instructions |
| 3. Discrimination and prejudice | 7. Inequality                |
| 4. Overwork                     |                              |

### Key Initiatives

- Implementing a health questionnaire survey for remote work employees
  - Distribution of survey results and countermeasures to all employees by videos.
  - Based on the results of the questionnaire, interviews with company physicians were conducted through health committee members.
- Health and Safety Education (VDT operation)
 

Points to note for VDT tasks are summarized and distributed to all employees.※VDT operation is a display device such as a LC,Working with an information terminal (Visual Display Terminals) using an input device such as a keyboard/mouse/touch screen
- Disaster prevention measures
 

Movies for training in the use of fire extinguishers deployed to all employees  
Visualization of AED installation sites and development of usage methods
- Year-End and New Year Accident-Free Campaign (complete 5S)
 

Call for thorough 5S at the time of large cleanup. Identify risks and implement improvement activities using the Workplace Checklist

## ■ System to Promote Health Management

In order to improve the health literacy of each employee, the Health and Safety Committee plays a central role in promoting health improvement through the integration of measures such as "health promotion" to ensure the establishment of behavioral habits of employees, "health management" to link early detection and early treatment, and "safety and risk management" to create an environment in which treatment and work can be compatible, to continuously promote health management.

## ■ Certified as "Excellent Health Management Corporation 2022"

The "Excellent Health Management Corporation Certification System" is a recognition program by the Ministry of Economy, Trade, and Industry (METI) that commends corporations,



Health Council. By "visualizing" corporations that excel in health management, this system aims to establish an environment where they receive social recognition as entities that strategically address employees' health management from a business perspective, benefiting employees, job seekers, related companies, financial institutions, and others. ISF NET, under the slogan "Pursuing Health," has been dedicated to creating an environment where each employee can work with excitement and joy while maintaining both physical and mental well-being. Additionally, we strive to generate an inclusive and secure work environment for individuals with diverse backgrounds, actively engaging in daily health promotion. As a result of these efforts, we have been certified as an "Excellent Health Management Corporation 2022."Taking the recognition as "Excellent Health Management Corporation 2022" as a new starting point, we will continue our efforts to further promote the health and well-being of our employees in the future.

## ■ Achievement of the "Silver Certification" as a Healthy Excellent Company

The Health Corporate Declaration is a commitment made by the entire company to promote health and well-being, aiming for the "Silver Certification" and "Gold Certification" as a Healthy Excellent Company. In "STEP 1," where efforts are made to establish a workplace environment for health promotion, the company declares "100% participation in health checkups" and also commits to addressing six areas: (1) Utilization of health checkup results, (2) Improvement of health-promoting environment, (3) Nutrition, (4) Physical activity, (5) Smoking cessation, and (6) Mental health.Moving forward, in "STEP 2," which also focuses on safety and hygiene, Moving forward, in "STEP 2," which also focuses on safety and hygiene, the company declares its commitment to six areas: (1) Preventive measures for health checkups and severe conditions, (2) Health management and occupational safety activities, (3) Mental health measures, (4) Prevention of excessive work, (5) Measures for preventing infectious diseases, and (6) Health management. At our company, we will continue to create an environment where employees can maintain both physical and mental well-being. Furthermore, we aim to achieve the next level, the "Gold Certification" as a Healthy Excellent Company and continue our efforts further in health promotion.



# Efforts for Health Management

## ■ Basic Policy on Health Management

Realize an attractive working environment with both physical and mental aspects based on the seven zeros in ISF NET Standard Concept

## ■ Health management concept

Under the slogan "Pursuit of Health," we are striving to improve the health of all of our employees. In July 2021, we announced the Declaration of Health Promotion in order to further strengthen this initiative

## ■ ISF NET Declaration of Company for Health Development

Under the slogan of "Pursuit of Health," ISF NET strives to ensure that each and every employee is physically and mentally healthy.



## Key Initiatives for Health Management

- Mental health care**  
 We have established and strengthened a system of mental health measures based on the MHLW's "Guidelines for Maintaining and Improving the Mental Health of Workers". Especially, we have periodic interviews to provide timely and appropriate insight into the work conditions of employees.
- Stress check**  
 This is a simple test that investigates stress factors in the workplace, mental and physical stress reactions, support from surroundings, etc. by answering and analyzing a questionnaire about stress (selective answers). The goal is to prevent mental problems and create a better work environment.
- Health consultation by an company physician**  
 We have an company physician who manages the health of our employees. Once a month, they can consult about their health-related worries and anxieties, such as feeling unwell, feeling depressed, or feeling tired or stressed due to remote work.
- Rehabilitation Support Program**  
 When an employee who has taken a leave of absence for reasons such as poor physical condition returns to work, we design and support each employee's return-to-work program and provide support for their return.. Even after returning to work, support is provided for complete resumption based on a return program according to the employee's situation.
- Establishment of Health and Safety Committees**  
 In 2021, the Safety and Health Committee and the Healthcare Committee were newly established (integrated from August of the same year) to periodically discuss issues related to the work environment of employees and take corrective actions. We are also actively engaged in activities to raise awareness of the health of our employee, such as smoking and metabolic measures.
- We conduct gynecologic checkups for regular medical checkups.**  
 We provide guidance to the targeted people for the gynecologic checkups for regular medical checkups. Some Gynecological problems have few subjective symptoms, and we recommend to regularly go through checkups to avoid health risks due to delayed treatment and to detect them early.

## ■ Participated in the 11th NIPPON IT Charity EKIDEN as a volunteer staff

Twenty employees participated as volunteers. A total of 300 volunteer staff members gathered in the event in the early morning, preparing to set up the event site, guide them, and inspect the temperature. We served as a warm-up test when entering the event site and distributing a link to runners who completed the event. ISF NET will continue to promote initiatives in order to prevent the increase in unemployment and depression caused by IT field, which is the background of this Ekiden, and to protect the mental

and physical safety of employees and human resources involved in the IT industry.



## What is the first one-time NIPPON Charity EKIDEN?

While IT industry is recognized as a vibrant industry, the fact is that this particular type of business has given rise to "non-workers who are socially vulnerable" is not well known. It is also said that the rise in the number of cases of Depression has begun in IT industry. NIPPON IT Charity was designed by Chuck Wilson in 2010 to return as many as one of these unemployed to society. Through the sport of "Ekiden", we want to support young people who help each other, encourage each other toward the same purpose, and support each other, connect, and try to overcome the present, supporting the young people who will shoulder the future. That is the theme of "NIPPON IT Charity Ekiden".

(Quote : <http://www.nit-run.com/about.html>)

## ■ Overview

Date: November 20, 2022 (Sunday)  
 Place: Odaiba Symbol Promnard Park Central Square  
 Event: Ekiden 15km (5 sections) 1-5 sections 3km  
 Hosted by NIPPON IT Charity Ekiden Executive Committee  
 Executive Chairman: Chuck Wilson (Chuck Wilson Enterprise, Inc.)  
 Co-sponsored by the Tokyo Rinkai Sub-metropolitan Community Development  
 Association: The Port Authority of Tokyo  
 Collaboration: Japan Challenge Project, Japan Computer System Association  
 Official Website : <http://www.nit-run.com/>



## Renewal of Group company logos

## ■ ISF NET Joy Co., Ltd.

ISF NET Joy is a "work support facility that supports the provision of work opportunities and the improvement of capabilities for people with disabilities." Private companies have their own sales capabilities and networks, practical career training, and a variety of job training menus. We will train and teach the knowledge, skills, and manners necessary for working and commuting, and work together with support staff to improve their skills and find jobs.

- New logo

障がいのある人を、人財にする。

ISF NET  
Joy

- Name: ISF NET Joy, Inc.
- Representative: Yukiyo Watanabe, Representative Director  
(Representative of ISF NET Group)
- Head Office: 970-8026, JAPAN  
3rd Floor, Hiraji Omachi 7-1, Iwaki-shi, Fukushima
- TEL:0246-21-9260 FAX:0246-21-9261

## ■ ISF NET Benefit, Inc.

ISF NET Benefit is designed to help people with disabilities to work independently in the future. We are working together with all of our employees to implement actions to acquire projects in order to realize an increase in the cost of jobs for type B users. Through these efforts, we are fully supporting each and every user.

- New logo

障がいを、あなたらしく変えたい。

ISF NET  
Benefit

- Name: General Incorporated Association ISF NET Benefit
- Representative Director: Yukiyo Watanabe  
(Representative of ISF NET Group)
- Head Office: 107-0062, JAPAN 3rd and 7th floor of Yami Building, 1-4-2, Min-Aoyama, Minato-ku, Tokyo
- TEL:03-5785-3788 FAX:03-3497-5322

## Background of creation of Logo

In 2020, the ISF NET Group worked to strengthen its CI (corporate identity), with the renewal of its corporate logo to commemorate its 20th anniversary.

We are actively creating designs that will help to enhance our corporate culture and build better relationships with customers, companies, and society. The logo of ISF NET Joy Co.Ltd. one of the group's operating companies was then renewed. The corporate logo was created by Tomoko Saito (NEUF DESIGN) who is in charge of CI design and art direction of ISF NET Inc.

Thoughts on the logo design  
Nobuko Saito (NEUF DESIGN)

ISF NET Joy and ISF NET Benefit form a business with disabilities.

## • ISF NET Joy

It is a vibrant colour that is recalled from the word JOY, and expresses that it is supported so that people with disabilities can grasp the joy of working. Also, we put things such as the determination to work at the same time as pleasing into a simple design.

## • ISF NET Benefit

The bright and positive life of the disabled is represented by a typeface and color, and the two arcs of the B link represent the attitude toward the disabled and the users and staff walk together.



## Activities of Internal Committees

In January 2021, we formed an internal committee to resolve internal issues and strengthen management strategies. Committees were integrated and newly established to organize them. As of December 2022, 20 committees are active. Each of these committees is working to improve the company's challenges and realize its vision. In addition, the committee is multiple regardless of the department to which it belongs. The participation of employees from several departments facilitates the execution of collaborative efforts between departments. In the future, we are also aiming to take on the role of a forum for the development of younger members by selecting youngest members as the chair of the committee.

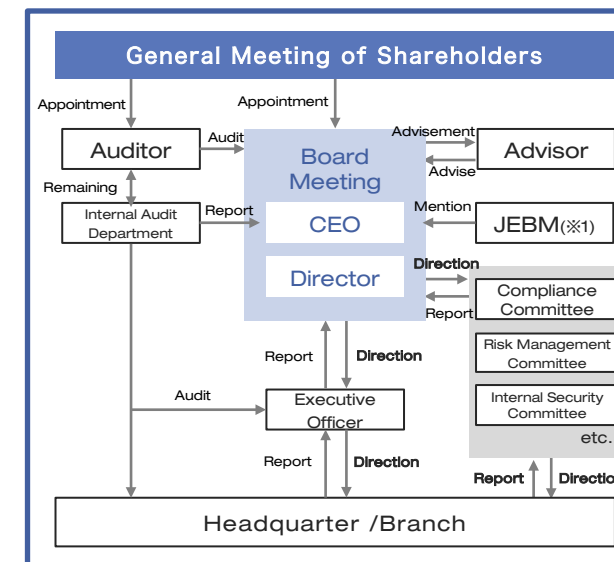
- Governance and Risk Management Committee**  
 With the aim of establishing an optimal risk management environmental, we will identify risks in the management of the company from a bird's-eye perspective and future perspectives, and submit them to the Board of Directors.
- Labor Safety and Health Committee**  
 We will promote activities to improve employee satisfaction (ES) with the aim of creating an environment in which employees can work safely and with a sense of security.
- Compliance Committee**  
 We will work to build and promote a compliance-related system.
- Information Security Committee**  
 The aim is to contribute to management by effectively utilizing information assets in management activities. To achieve this goal, we will show a code of conduct concerning information security to ensure a high level of information security.
- Quality Control committee**  
 We are working to improve the quality of our ISF NET services.
- Disclosure Committee**  
 The aim is to increase corporate value by disclosing information to stakeholders. Specifically, we will disclose information to stakeholders in order to enhance brand value, improve employee satisfaction, and improve management capabilities.
- Personnel Planning Committee**  
 In line with an equitable human resources system, we will work to develop longterm human resources by breaking down and clarifying the goals and careers of our Employees
- DX Promotion Committee**  
 In order to improve the IT literacy of all departments, we intend to promote the use of DX by our employees.
- Disaster Countermeasure Committee**  
 In the event of a disaster, we are working to protect the life and assets of all employees and to ensure business continuity or prompt recovery.
- Female Employee Activity Promotion Committee**  
 In order to capture life events proactively and to create an environment in which they can work, we are working to monitor the active status of female employees and promote their activities.
- Mission Committee**  
 In order to realize social contributions based on the skills learned in one of the ten visions, we have set the goal of "Monitoring and Promoting Social Contribution Activities" and promote CSR through various activities by contributing to the public and activating them.
- YEC Committee**  
 We will work with the aim of providing and promoting the development of opportunities for the active use of youth employees, such as YEC(Young Executive Candidate).
- Award and Penalty Committee**  
 In accordance with the reward and punishment regulations, the main activity is to fairly recognize employees and implement disciplinary punishment.
- Solution Planning Committee**  
 In order to promote new businesses and solutions that are effective for management, we collect input on the development of new solutions, select technologies, check the development process, etc.
- Communications Improvement Committee**  
 We will implement a variety of measures and efforts to revitalize our internal communications.
- Knowledge Practical Committee**  
 The aim is to collect the knowledge and experience of each employee and solve the difficult management problems of the company.
- Diver-In Employment Committee**  
 This committee aims to realize Employment and ESG/SDGs that are meaningful to people with a variety of reasons and difficulties in their work.
- DIOA・IRP Committee**  
 DIOA and IRP Committee promotes company-wide DIOA and IRP, along with the related structuring, various flow-based arrangements, and deliberations.
- Committee Management Committee**  
 The committee's monthly review progress and schedule management, as well as progress checks and activity evaluations, are used in these activities. In addition, we will define the metrics for the evaluation and clarify the framework to enable many people to participate in the committee, and activate the entire committee.
- Process Innovation Committee**  
 The Process Innovation Committee serves as a committee for the purpose of improving company productivity, considering the efficiency and standardization of in-house operations, and creating new flows and processes for in-house operations. By reviewing the current operations, we are working to improve productivity in our operations by eliminating the loss of "wastes, irregularities, and irregularities."

## G:Implementing Highly Transparent Governance

### Governance

#### Internal Control

The Internal Audit Office, which is directly directed to the President, has been established to periodically audit the status of business operations and compliance in each division. By reporting these evaluations to the President and monitoring the improvement of business processes and progress accordingly, we have developed and implemented processes that can provide reasonable assurance not only to comply with relevant laws and regulations, but also to achieve the goals of operational effectiveness and efficiency, reliability of financial reporting, and preservation of assets.



#### Characteristics of the Governance System

- A new committee system was established in 2021, and risk management reports are reported monthly from the Risk Management Committee to the Board of Directors.
- JEBM(Junior Executive Board Member: Selected Young Members have suggested governance and management issues to the Board.
- In 2022, the Internal Audit Office was newly established (\*), and a system was established in cooperation with the corporate auditors to audit each division and executive officer and report to the representative director.

Internal Audit Office : With the goal of avoiding risks in advance and improving the efficiency of business processes, we will participate in subcommittees of the Internal Audit Association to create a foundation for internal audits and clarify the basis for them while actually conducting internal audits.

#### Compliance Initiatives

##### Establishment of the ITS Group Corporate Ethics Charter and Code of Conduct

ISF NET Group has established the ISF NET Group Corporate Ethics Charter, which declares that we will comply with laws and social norms by fostering ethical human resources business on a well-managed internal control system. In addition, the Group regards the establishment of good human relationships as the most important assumption of working.

The "ISF NET Group Code of Conduct" was established. As the basic guidelines for all employees, we have set ISF NET Standard Concept(ISC) and are seriously facing the importance of compliance and the basic concepts centered on corporate ethics and morals that should be the core of consideration.

##### Establishment of the AISF Group Human Rights Policy and Guidelines for the Prevention of Bribery and Corruption

The ISF NET Group has established the ISF NET Group Human Rights Policy to support the protection of internationally declared human rights and to prohibit any discrimination in jobs and occupations. In addition, the ISF Group has compiled basic policies on bribery and anti-corruption into guidelines. ISF NET has been established as the Guidelines for Combating Bribery and Corruption

##### Establishment of a Compliance Committee

The Compliance Committee holds regular monthly meetings. Members selected from different departments report their awareness of the issues at regular meetings, discuss improvements, and continue to implement measures for improvement.

#### Internal Control

The Internal Audit Office, which reports directly to the Representative Director, conducts regular audits of the business execution and compliance status of each division. These evaluations are reported to the representative director, who monitors the improvement of business processes and their progress as appropriate. Through the implementation of the above, the Company not only complies with relevant laws and regulations, but also develops and implements processes that can provide reasonable assurance for achieving objectives such as the effectiveness and efficiency of operations, the reliability of financial reporting, and the preservation of assets.



## ■ Internal Hotline System

For the purposes of fairness and sound corporate activities and the safety and security of employees. As part of our risk management and internal improvement activities, we have set up a report center. In addition, we have established internal rules in accordance with the Public Interest Reporter Protection Act. The whistleblower hotline is a contact point for reporting violations of compliance, activity as fraud, harassment, and human rights violations. Whistleblower protection laws and in-house regulations provide for appropriate protection of whistleblowers, and any unfavorable treatment or retaliatory action is prohibited. Top-down improvement activities are directed and implemented to resolve whistleblower issues. We have also established an external whistle-blowing hotline in partnership with an external law firm.

## ■ External Reporting System

As part of our efforts to promote compliance, we have established a contact point for receiving reports from outside parties, such as suppliers. The purpose of this contact point is to quickly and promptly identify any violations of compliance, including acts of bribery, corruption, and violations of human rights.

## ■ Compliance instruction

The ISF NET Group has a basic pledge and is engaged in action to ensure that all employees belonging to the Group are constantly mindful of actions that are in accordance with the management philosophy and philosophy of the ISF NET Group, and that they comply with ethical measures throughout the company. In addition, policies and control activities to ensure that the instructions and orders of the representative director are properly executed, and the necessary information is conveyed to employees as necessary. In addition to establishing a mechanism for accurately communicating information within and outside the organization and among stakeholders, we continue to implement the Group's philosophy. We are enhancing instruction to ensure that all employees follow the standard of judgment and actions based on ethical standards.

# ISF NET Group Human Rights Policy

## 1. Purpose

The ISF NET Group respects the protection of internationally declared human rights and prohibits any discrimination in hiring or occupation. In particular, we will pursue the creation and happiness of the environment for all people who are involved in the ISF NET Group, based on the concept of global response to 30 large jobs and all nationalities and races

## 2. Scope of the Policy

This policy applies to all of the staff and employees of the ISF NET Group. The Group educates group executives and employees about the Group's meaning, principles, and philosophy. The Group will ensure the protection of human rights, and prohibit any discrimination in employment and occupations. The Group also requires its business partners, suppliers, and other stakeholders to protect their human rights, and encourages improvements in the event that a human rights violation is suspected.

## 3. References, International References, Observance of law to be applied

- Universal Declaration of Human Rights
- Guiding Principles on Business and Human Rights, Implementing the United Nations
- For the implementation of the United Nations Framework on Protection, Respect and Remedy
- OECD Guidelines for Multinational Enterprises

## 4. To Our Stakeholders

The ISF NET Group's basic philosophy is "Contributing to a Global Society," and we continue to contribute to a variety of societies together with our stakeholders. You are encouraged to understand the Group's commitment to respect for human rights and to support the principles of this policy. If any of our group's stakeholders suspect a violation of human rights, we ask them to improve the violation of human rights.

## 5. Improvement, Human Rights due Diligence

The ISF NET Group has various consultation desks, which notify them as soon as an incident is discovered by an employee of a suspected human rights violation. In addition, the Group has established a system to consult with outside experts, such as lawyers. Through the use of these methods, we will assess the impact of the Group's corporate activities on human rights. In the event

that an incident is identified as a threat of human rights violation, the Group will take appropriate action. We will track and verify the effectiveness of the actions taken and disclose the results.

## 6. Communication, Dialogue and Consultation

In the event that there are concerns about human rights violations with other stakeholders, the ISF Group will work to improve and protect human rights through careful interactions and consultations. The Group will also regularly hold discussions with reliable independent experts.

## 7. On Individual Human Rights Issues

(1) Prohibition of discrimination

The ISF NET Group does not discriminate against workers in employment or occupation on the basis of race, colour, sex, religion, political opinion, national or social origin, or other circumstances (this is set forth in Paragraph 3 of Article 1 of the Group Code of Conduct).

(2) Respect for diversity

In accordance with the Group's policy on 30 major jobs, the SFNET Group respects diversity, including mental and physical disabilities and sexual orientation, and strives to provide an appropriate work environment. (We have established the same rule in the second section of the Group code of conduct.) In addition, the Group will not impose on workers any machinery, equipment, working hours, work arrangements or work processes that are not compatible with the physical and mental abilities of the workers.

(3) No child labor/forced labor

The ISF NET Group will prohibit child labor and forced labor, provide a safe working environment, secure minimum wages, and promote appropriate management of working hours.

## 8. ISF NET Group's Vision

The ISF NET Group has formulated the "Ten Visions" with the aim of maximizing the creation of the greatest pleasure and the elimination of anxiety among employees throughout the Group, and as the first of these visions, (1) Harassment (2) Bullying (3) Discrimination/prejudice (4) Overwork (5) In-house faction (6) Improper instruction (7) Inequality

All values are set to 0 (zero). Due to this "seven zero" value. We aim to be a "zero-human-relationship company" and do not infringe on the human rights of workers caused by these companies.



## Response to Cyber Security Risks

To reduce the risk of information security, we have established a basic policy on information security. Based on this policy, we have established a security system (ISMS promotion system) and are operating an information security management system (ISMS). Through the cycling of ISMS's PDCA, the entire company is working together to deal with issues that arise every day.

### Basic Policy on Information Security

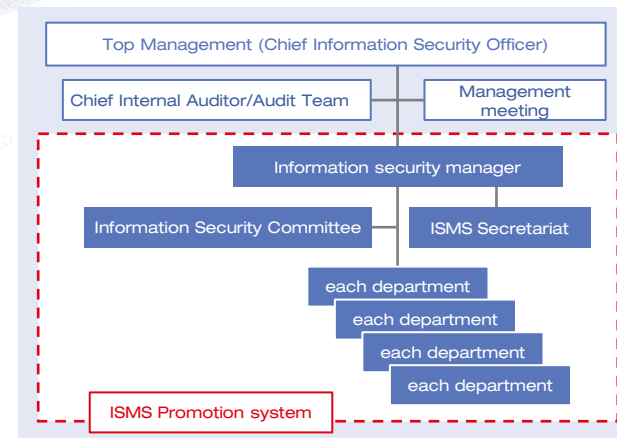
The ISF NET Group (hereinafter referred to as the "Group") considers it a social responsibility to maintain and guarantee the quality of services provided to customers and to properly protect customers and the Group's information assets, and has therefore established this as an important basic policy for the management of the Group. The Group will ensure the confidentiality, integrity, and availability of information assets based on the following policies: "human development based on ethics," "definition of quality of service standards and provision of high-quality, high-value-added services," and "protection of customers and our information assets." Employees of the Group will comply with, maintain, and improve the Basic Policy on Information Security

### ■ Security System (ISMS Promotion System)

The Information Security Committee was established to discuss security standards and security requirements based on the Information Security Basic Policy and to evaluate the implemented measures. An Information Security Manager is assigned to manage the system and implement information security measures.

### ■ Emergency System

In the event of an information security event (information security incident), the head of the department in charge will contact the Information Security Committee. The Information Security Committee shall set up a Countermeasures Headquarters each time according to the degree of impact and convene the members of the relevant departments by the Director of the Countermeasures Headquarters. We will investigate the cause of the problem and consider measures to prevent it from occurring again. We will make all relevant departments aware of the problem and provide education as necessary to prevent it from occurring again. We will follow the rules for business continuity when a disaster or information security event (such as theft of a notebook PC, leakage or loss of information, or non-compliance) may cause serious damage and may interfere with the continuation of the company's business.



### ■ Education and Training

The following security education is provided.

- New employee education
- Targeted mail training
- Incident training (hosted by security-related LAB)
- On-line periodic testing (ISMS/PMS/QMS)

In the future, we plan to further improve the quality. For example, we will provide ISMS training for new managers.

### ■ Vulnerability Response (Security Response)

A EDR has been set up as an anti-malware measure, but notifications are provided so that OS can be applied as soon as they are patched.

- Collect vulnerability information and collect security events in routine daily work to understand
- Periodic patching of servers
- Notify application request to job PC

### ■ Future Activities

Due to the corona disaster, the in-house system was shifted from on-premises to the cloud, and employees' work areas were shifted from within the company to work at home where security was difficult to guarantee. As a result, taking out PC and Web meetings and file-sharing via the Internet have become commonplace. As described above, the studies to be protected and the way to protect them have changed, but the current countermeasures are only temporary measures. We believe it is necessary to create a more secure environment in line with changes in working styles.

We are also aware of the need for an organization capable of detecting and analyzing security threats, with the aim of ensuring an appropriate and prompt response in the event of a security incident.

## Human Resource Development Initiatives

### Basic Training

#### IT skill Training

How-To network engineer training  
Linux Basic/Windows Basic  
Operation

#### Business skill Training

Communication training/business  
etiquette training  
DEI training

**Comprehensive IT Skill Test /  
Security Fundamentals**

**Comprehensive Business Etiquette Tes**

### Skillup Training

CCNA.LPIC1 Practical Course
Windows server OS training course
Security course
Public cloud (AWS/Azure) training
Construction work flow training
Help desk training
leadership training
Project management training
*Others, there are many in-house trainings

### e-Learning(LMS)

#### IT skill Training

cloud service/  
network basics

#### Business skills Education

sales/marketing/  
Management/English

\* Ready for other abundant contents

### ■ Education and Training System

ISF NET's education/training system consists of three programs: basic training, skill-up training, and e-learning (LMS\*).

IT Skills Training program, a basic training program, enables you to acquire a background as an infrastructure engineer.

If you are new to IT techniques (such as changing jobs from a different industry or new graduates), we provide one-month training. This leads to skill improvement training tailored to individual careers. ISF NET's unique e-Learning (LMS) is capable of viewing over 500 contents in over 70 categories. Employees can learn the content they need from iPhone they rent, regardless of location or hour.

In addition to providing technical support, ISF NET also focuses on "business skill training" for basic training. We believe that the attitude and human skills of actively engaging in business activities are more important than ever for our customers to accept. For this reason, we promote the acquisition of business manners that are robust in order to better communicate the motivation and enthusiasm of employees themselves.

### ■ Supporting Upskilling

In addition to the training programs mentioned above, we also actively support the development of employees' skills and self-development for upgrading their skills. For example, online study sessions are conducted using free time during lunch hours and after work. Because the staff who are also active as external instructors are in charge, they can participate in high-quality study sessions. We also hold an in-house seminar in which virtual instructors (VTuber) appear. In addition, in order to promote wider awareness of diversity among employees, we held child-care support seminars and LGBTQIA awareness-raising seminars. We want to create an organizational environment in which each and every employee has a sense of ownership and diverse people can help each other.

### ■ Training Results

Content	2022
IT skills-training programs	1554
Human skill training	902
New recruits	667
Manager training	191
Online study sessions/internal seminars	1348
Childcare support seminars	31
LGBTQIA promotion seminars	98

### ■ Support for Obtaining Certification

ISF NET sets appropriate qualification levels for each job category (technology, sales, and management) and rank, and offers a system to pay the exam fee when the qualification is acquired.

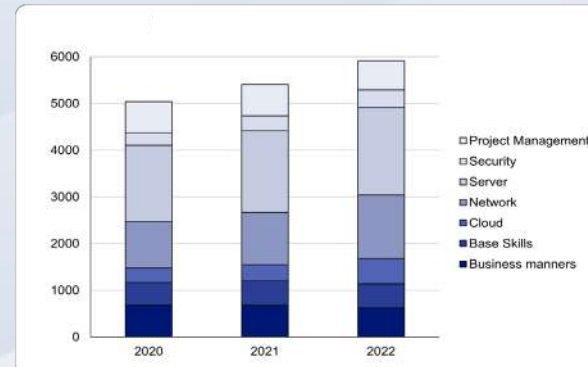
※Limited to qualifications to be regulated by the Company. In addition, the Company has prepared a "Reward System for Acquisition of Qualifications" to provide rewards to help employees acquire a higher level of qualifications as defined by the Company.

\*Network specialists, information processing security assistants, social security workers, etc. It is also a feature of ISF NET that there are many vendor certified technicians and public certification holders in the system.

Category	2020	2021	2022
Business manner	684	675	623
Base skills	480	523	518
Cloud	314	351	539
Network	996	1122	1362
Server	1629	1745	1872
Security	273	320	381
Project management	666	669	618
Total	5042	5405	5913



### Acquisition of Qualifications for Employment



### About IT Career Path

We evaluate IT specialists, customer service, and IT service management on a level-grade basis for each type of job or field of expertise to provide total follow-up and career support based on not only the technical career paths of employees but also on target settings. Skills-based data and business background based on ITSS are stored in databases as appropriate, and are used to match the job content appropriate to the employee's desires and career paths.

### Key Initiatives

- CDP system**  
 (Career Development Program) This is an in-house recruitment system that discloses in-house positions where there is a shortage of divisions and personnel to be intensively strengthened according to company policies, and provides opportunities to take on challenges for new missions after selection. It is used as a job rotation for organizational activation and multi-skill development, and as an opportunity for autonomous career development.
- Implementation of short-, medium-and long-term objective interviews**  
 Target interviews conducted during the new employee training are backward calculated from future goals and life designs, and short, medium, and long-term goals are set through dialog with instructors. In order to receive high-quality advice and follow-up from sales staff and management, it is possible to eliminate concerns at the time of joining the company and draw a clear career path as an engineer.
- Educational riskyring**  
 This training course focuses on each employee's career development while still at the client company. In addition to "re-learning," we provide specific support for the realization of careers that you are aiming for by giving an in-house certification (completion certificate) when the course is complete.
- Working with other companies to develop IT human resources**  
 We are the part of the Trenokate training program, which has been selected as Top IT Training businesses for 20 of the world's best IT training companies.

An engineer from ISF NET serves as a lecturer. The goal is to resolve the supply and demand gap for IT human resources through the development of IT human resources. As a IT infrastructure company, the company is branded as a human resource development company. Based on its know-how focused on developing IT infrastructure engineers for over 20 years, the company will provide training in areas such as IT infrastructure and security. In addition, we also aim to improve the skills of ISF NET employees, who are instructors, at collaboration with trenocats, professionals in human resource development.

### By SIOS Technology Corporation Selected for "Partner Award 2022"

Partner Award 2022 is a system for the selection of 16 partners for which SIOTECHNOLOGY has made significant contributions to the company's business, and for further strengthening relations in each of these contribution fields. In fiscal 2022, ISF NET was selected as one of its contributor partners.

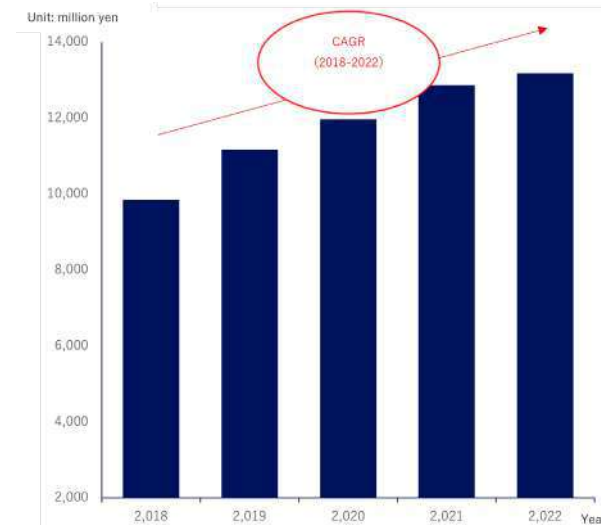


### "Partner Award 2022" Participation Background

In 2020, ISF NET introduced Gluegent Flow of SIOS Technology Co., Ltd. By introducing this tool, we have succeeded in improving the efficiency and paperless operations of various applications and approvals. In addition, we provide a wide range of Gluegent Flow installation support services based on the know-how accumulated through in-house implementation. As a result of introducing this tool, we have built a trustful relationship and, as a successful case of Gluegent Flow implementation, our company's employees have been featured on SIOS Technology's website and have presented at seminars hosted by SIOS Technology. Our employees have appeared on Gluegent User Meeting 2021 Winter For Gluegent Flow. Against this background, we have received the following comments from Sios Technology Co., Ltd. "We were able to provide Gluegent Flow introductions to companies building Microsoft 365, and we were able to create opportunities for Gluegent Flow expansion in Microsoft 365 markets. Through integration, we are highly satisfied with our customers, and we intend to further develop and expand our business in the future by building even better relations with them." Going forward, we will continue to implement initiatives aimed at further improving operational efficiency, including building relationships with Sios Technology Co., Ltd., and will consider initiatives to introduce tools and support the introduction of our own successful examples.

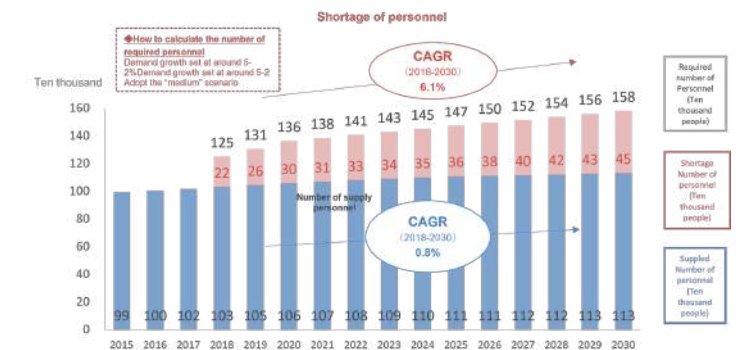
## Financial and Non-Financial Data

### Revenue



In fiscal 2022, net sales increased to approximately ¥13.2 billion, mainly for services related to IT networking and cloud services (temporary staffing and contracting). CAGR (CAGR) from fiscal 2018 to fiscal 2022 was 7.5%.

### Business Environment



IT shortage of human resources is said to be 330,000 at present, and demand is expected to increase further, reaching 450,000 in 2030. ※Compiled from MIC's Survey on IT Human Resources Supply and Demand.

### Major Non-Financial Data

Number of Employees	2019	2020	2021	2022
Number of employees *1	2,242	2,315	2,335	2,447
Male	1,650	1,669	1,696	1,779
Female	592	646	639	668

Employment・Work	2019	2020	2021	2022
Number of Newly Graduate	95 (Domestic: 58, Overseas: 37)	136 (Domestic: 108, Overseas: 28)	63 (Domestic: 60, Overseas: 3)	74
Number of Career Recruitment *2	445	215	160	304
Proportion of mid-career employees	82.6%	61.1%	74.8%	80.40%

Diversity	2019	2020	2021	2022
Number of Employees with Disabilities	52.5	58.5	59	59
Number of Special Needs Employment Rate	2.37%	2.45%	2.49%	2.44%
Number of Female Managers	16	28	39	47
Number of Foreign Employees	188	198	178	214
Wage ratio by gender	Full-time workers	—	—	84.0%
	Non-regular workers	—	—	74.5%
	All workers	—	—	83.8%



Work・Life・Balance		2019	2020	2021	2022
Average Overwork Time		7.8hrs/ month	7.0hrs/ month	7.1hrs/ month	7.3hrs/ month
Rate of Paid Holidays		73.84%	68.19%	74.77%	79.20%
Employee Satisfaction Rate*3		71.98%	73.11%	70.63%	75.6%
Maternity Leave	Number of User	28 (M:17,F:11)	46 (M:27,F:19)	36 (M:20,F:16)	42 (M:26,F:16)
	Utilization Rate	87.0% (M:73.9%,F:100%)	89.7% (M:79.4%,F:100%)	95.5% (M:90.9%,F:100%)	87.1% (M:74.3%,F:100%)
	Return Rate	96.0% (M:100%,F:92.0%)	96.0% (M:100%,F:92.0%)	96.5% (M:100%,F:93.0%)	93.3% (M:100%,F:86.7%)
Numbers of Leave on Supporting Work-Life Balance*4	Sick/ Injured Child Care Leave	71 (M:27,F:44)	58 (M:24,F:34)	37 (M:14,F:23)	78 (M:30,F:48)
	Event Holidays	58 (M:31,F:27)	62 (M:39,F:23)	63 (M:31,F:32)	77 (M:33,F:77)
	Self-care Holidays	1 (M:0,F:1)	5 (M:0,F:5)	3 (M:0,F:3)	7 (M:2,F:5)
Number of Employees Using Spousal Maternity Leave		15	21	14	15
Number of Nursing Care Leave		1	2	0	1
Number Using Cut Working Hours		25	39	24	45

\*1 Male-female notation: The male to female ratio is based on gender as either gender for convenience. Figures for fiscal year-end results.  
\*2 Number of full-time career recruits  
\*3 Results of "Satisfied" and "Somewhat Satisfied"  
\*4 Leave available on a half day holiday unit for the following reasons  
・ Sick/injured child-care leave (5 days per year with pay and 20 days without pay)  
・ Child event holidays: When a child participates in a child's school event up to 18 years old (2days per year given with a pay)  
・ Self-care holidays: Visiting hospitals for infertility, Gender-appropriation surgery, and Hormone treatment (only 1 day per month with pay)

## Company Profile

Name	ISF NET, Inc.	
Found Year	2000 / 1 / 12	
Capital	¥100,000K	
CEO	CEO YUKIYOSHI WATANABE (President of the ISF NET Group)	
Board Member	Director Director Executive Officer Executive Officer Executive Officer	Seikou Motomura Kazuma Hiraiwa Okin Heo Masanori Hamada Hiroshi Sugita
Number of employees	2, 452 Employee; Total in Group: 2, 572 (As of June 1, 2023)	
Examination Role	Kenichiro Sakai	
Advisor	Yasuzumi Kanda (Legal Clinic, Waseda University), Yoshikazu Minato (Best Pilot Tax Accountant) Kenichi Ando (Ando Social Health, Labor and Labor Consultant Act) Yoshiwa Takada (PwC Kyoto Audit Corporation) Ishihashi Yukio (I&I Partners) Norihide Saito (NEUF DESIGN) * Branding Advisor/ Art Director	
Audit firm	Kyoto Audit Corporation *Advisor	

### Our Business

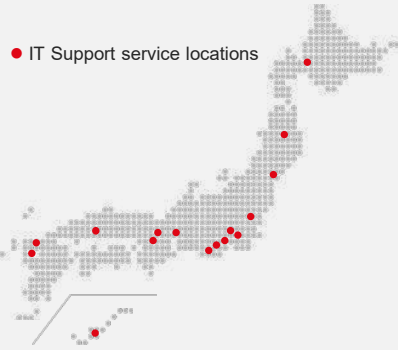
1. Information and telecommunication system design, construction, maintenance,and consultation.
2. Computer software/hardware development, import and sales
3. Computer system operation, management and maintenance
4. Design and implementation of computer software and hardware tests and consultation.
5. Provision of verified information in 4.
6. Leasing and management of hardware and software verification facilities, and equipment
7. Educational services related to computer operations, program production, etc.
8. Sales of recycled computer hardware and peripherals
9. Consultant services related to running business and investment
- 10.IT Staffing Business Head Office (Dispatch# 13-304931) based on the Worker Dispatching Business Act
- 11.Fee-based job placement service (License #: 13-U-010728)
- 12.Employment support and employment support services for persons with disabilities.
- 13.Welfare services for persons with disabilities based on the Act on Comprehensive Support for Persons with Disabilities
- 14.Any and all businesses related to each of these preceding items.

## Office Locations

We Have 15 IT support sites supporting our customers together with our nationwide group companies.

[Base of ISF NET Corporation]

- Tokyo Head Office: Akasakasa Building 3rd floor, 7-1-16, Akasakasa, Minato-ku, Tokyo
- Akasaka Office : Makino Building 2F and 3F, 21-3, 3-chome, Akasaka, Minato-ku, Tokyo
- Sapporo Branch: Hokkaido Chuo-ku, Sapporo 3-3 Bara, Kita Ichjijo Bldg. 5th floor
- Morioka Coal Center : Morioka Station, Morioka City, Iwate Prefecture, 15-18 Ravi 4th floor
- Sendai Branch: Azelia Hills, 2nd Floor, 4-1, Ranooka 3-chome, Miyagino-ku, Sendai, Miyagi
- Utsunomiya office: Utsunomiya Daido Life Building 3rd Floor, 4-1-18, Odori, Utsunomiya, Tochigi
- Numazu Branch: 161 Kerney Place Numazu Bldg. 3rd floor, Nishijo-cho, Numazu City, Shizuoka
- Shizuoka Branch : 2-13-1 Tokiwa-cho, Aoi-ku, Shizuoka-shi, Shizuoka-ken Sumitomo Life Shizuoka Tokiwa-cho Building 8th floor
- Hamamatsu Sales Office : 33, 3rd floor, Violata-cho, 223-21, Tamachi, Naka-ku, Hamamatsu-shi, Shizuoka
- Nagoya branch: 2-45-7 Matsuka Bldg. 2nd floor, Nakamura-ku, Nagoya, Aichi
- Osaka Branch: 1-1-5, Doshima, Kita-ku, Osaka City, Osaka, Kanden Real Estate Umeda New Road Building, 3rd Floor
- Hiroshima Branch : 3-1 Hiroshima High Building, 21, 4th floor, Ginyama-cho, Naka-ku, Hiroshima City, Hiroshima
- Fukuoka Branch: Hinode Fukuoka Building, 10th Floor, 1-12-1 Tenjin, Chuo-ku, Fukuoka-shi, Fukuoka
- Saga Service Station : 3-15, Minami-honcho, Saga-shi, Saga Meiji Yasuda Seimei Saga Building 1F
- Okinawa Service Station : 1-1 9F 1-chome, Kumoji, Naha, OKINAWA
- (\*The personnel are not resident due to the contact point.)



### Group Bases in Japan

- Hokkaido 1 site
- Tohoku region 8 sites
- One office in the Kanto region
- 5 sites in the Tokyo are
- One base in the Kinki region
- 6 sites in the Tokai region
- Okinawa 1 site
- Kyushu region: 3 sites
- One base in China

## Group Companies

### ISF NET Joy Co., Ltd.

- Head Office: Crystal Court 88 5 F, 3-6-17 Minamidai, Nakano-ku, Tokyo
- Service Department: Crystal Coat, 3-6-17, Nandai, Nakano-ku, Tokyo 88 5F
- Morioka Plant: Morioka Station, Morioka City, Iwate Prefecture. 15-18 Ravi 4F
- Fukushima Plant: 1 F of Kusano Building, 5-6 Honcho-cho, Fukushima City, Fukushima
- Iwakidaira Office : 7-1 Hirazaa Omachi, Iwaki City, Fukushima Prefecture Flat Central Building 3 F
- Yoyogi Office: 3-31-12, Yoyogi, Shibuya-ku, Tokyo Yoyogi Heights 1 Building 205
- Numazu Business: 6 F of Kearney Place Numazu Building, 161 Saijo-cho, Numazu-shi, Shizuoka
- Saga Office: Meiji Yasuda Seimei Saga Building 1 F, 3-15, Ekiminamihonmachi, Saga-shi, Saga

### ISF NET Benefit, Inc.

- Aoyama Plant: 3 F・7 F of Hachimi Building, 1-4-2 Nan-Aoyama, Minato-ku, Tokyo
- Toyohashi Plant: Hirokoji 1-18 Well Plaza Umex 8F, Toyohashi, Aichi
- Morioka Plant: 5-6 Kaiunbashi-dori, Morioka-shi, Iwate 3-B of the fifth diamond building
- Sendai Office: 8-6 Nichi-cho Shimada Building 4F, Aoba-ku, Sendai-shi, Miyagi

## Overseas Branches

### Korea

- ISF NET Korea Co., Ltd. : 211 Grimbau Building 7F, Honji, Enan-ku, Seoul City

### China

- Aikan Flood Resistant Technology (Dalian) Co., Ltd.: Amai-ku, Dalian City, Liaoning Province Soft Donji No. 33 2 # Ro b105A
- Akashin Flood Resistant Technology (Dalian) Co., Ltd.: Tenzanji No. 641 20 (Ro No.2) 409R room, Choning-ku, Shanghai

### India

- ISF NET India Private Limited:Vatika Business Centre, II Floor, Block-B, First India Place, Sushant Lok Phase -1, MG Road, Gurgaon - 1220 02, Haryana, India



# Glossary

## ■Diver-in Employment

This is our unique effort to create and provide an environment in which people who have difficulty working for a variety of reasons work and life through a variety of employments. can work with a sense of security. Diver-in is a combination of word "diversity" and "inclusion". This aims to give everyone a joy to  
※"Diver-in Emoloyment" is listed in "30 Major Employment" in the lower section.We are not limited to 30 items, but will work to realize a wider range of jobs

## ■30 Major Employment

"30 Major Employment" is our recruitment process in response to those who fall under the categories such as seniors, criminals, LGBTQIA (sexual minority), non-resident persons, or others in the 30 items defined by the Company (self-reported), that they do not get placed decisions by their resumes or histories, and they are encouraged to strive to acquire company's ethical standards.

## ■ISC (ISF NET Standard Concept)

ISC is for employees to grow as individuals, and to realize "companies where only those who want to work together" is realized. Personal growth refers to the ability to think from the other's point of view (altruistic) and act. Everyone decides this by saying that even if the person is legitimate, the majority of employees who work together will not be able to do anything they hate.

## ■DSP (Design Story Project)

This is a new code of conduct introduced by ISF Net in 2022. Formulated as part of a project aimed at creating a corporate style that will evolve with our corporate ideals, philosophy, and constantly changing society.That's all. The project started in 2021 with young employees taking the lead, and in 2022 we announced six codes of conduct.

## ■Challenging Office

This service offers a range of services, from introducing people with disabilities to providing support after they are hired, to businesses that have trouble hiring people with disabilities. In addition to achieving the statutory hiring rate, businesses can conduct CSR activities by creating jobs.

## ■RPA (Robotic Process Automation)

This is an initiative to take over and replace tasks that have previously been assumed to be available only to human beings, or more advanced tasks, by utilizing cognitive techniques such as ruleengines, AI, and machine-learning.

Q u o t e :  
<https://www.nri.com/jp/knowledge/glossary/lst/alphabet/rpa>

## ■EMD (EMployment Doctor)

EMD is an abbreviation for "EMployment Doctor" and is a coined word of ISF NET. If you do this, it means "hiring, doctors." However, this EMD meeting aims to provide work support by consulting with each other on how to consider and support them, so that those who have difficulties in working can work safely.

## ■Human Capital Management

This is a management style that views human resources as "capital" and maximizes the value of them, thereby leading to an increase in corporate value over the medium to long term. Quote:[https://www.meti.go.jp/policy/economy/jinteki\\_shihon/index.html](https://www.meti.go.jp/policy/economy/jinteki_shihon/index.html)

## ■Ten Visions

Based on the opinions of our employees, we reconcile our corporate culture guidelines with our mission, and articulate our "10 Visions" as the ideal form we should aim for. This is intended to make our employees more pleasant and to share with them the goals they need to achieve in the near future.

## ■Evangelist Vision of Technology

With the following 10 items as the technology evangelist vision You have.

- |                           |                         |
|---------------------------|-------------------------|
| ① Treatment               | ⑥ Local jobs            |
| ② Attractive career paths | ⑦ Good relationships    |
| ③ Free Working Style      | ⑧ Social Contribution   |
| ④ Senior                  | ⑨ RISKILLING, EDUCATION |
| ⑤ Diver-in                | ⑩ Life event            |

## ■Security Lab

In January 2022, we established the Security Lab. to train professional engineers with specialized security skills and technologies. This new division is developing a strategic security business centered on this division.

## ■Office Project

The new COVID-19 is aiming at changes in the environment and the realization of a way of working freely tailored to the needs of employees. The new COVID-19 also creates an environment in which visitors and employees can enjoy their comfort.

## ■Aibora

This is an abbreviation for "volunteer activities with love" in Japanese and consists of volunteer Employees.

## ■Green Purchasing

Consider the environment and need when purchasing products and services. It is to select and purchase items that are considered to have the least impact on the environment. Green Purchasing Act of April 2001 (Environment by the national government, etc. The Act on Promotion of Procurement of Goods, etc. has come into effect, requiring national and other organizations to purchase green products, and requiring local governments, businesses and the public to purchase green products.

Quote : <https://www.env.go.jp/policy/hozen/green/>

## ■Satellite Office

An office located away from the headquarter of a company or organization. For example, in the case of companies, offices are often set up in suburban areas where employees can commute more easily than the headquarters, avoiding congestion, or in urban centers where it is easier to go around the city. This office focuses on how employees work. A society aiming to realize diverse work styles, especially the introduction of telework due to the corona crisis, is now attracting attention.

## ■Corporate Identity (CI)

A corporate strategy in which the characteristics and uniqueness of a company are disseminated through unified images, designs, and understandable messages to increase the value of a company's existence by sharing it with the public.

## ■Food Bank Activities

Although there are no problems with quality, these activities involve dealing with non-standard products, such as broken packaging, and excessive inventory products from companies and providing them free of charge to organizations and poorer households that need them. This activity is provided free of charge to groups and households in need. This activity, which has the role of reducing food loss, is one of the most notable activities.

## ■Adopting Challenge (Challenges)

We are actively employing people who have the idea and various desires to take on new opportunities at ISF NET.

## ■Ally

A word that refers to "friend," from which you turn to "someone who understands and supports LGBTQ."

## ■Seven Zeros

With the aim of maximizing the creation of the greatest joy for employees and the elimination of anxiety, we have

formulated "10 visions", and as the first vision, we aim to eliminate "harassment, bullying, discrimination and prejudice, overwork, internal cliques, unreasonable instructions, and inequality".

## ■FDM (Future Dream Member)

Employees with disabilities are referred to as members of ISF NET as FDM (Future Dream Member for realizing the future.

## ■YEC (Young Executive Candidate)

They are the candidate for a young executives at ISF NET. These are employees under the age of 35 who were selected under the young member training system implemented in fiscal 2020.

## ■Health Management

It is to think from a management perspective about the health management of employees and others, and to implement it strategically. ISF NET is continuing its efforts to support the health of its employees with a primary focus on employee health.

## ■Internal Audit Office

With the goal of avoiding risks in advance and enhancing the efficiency of business processes, we will also participate in the subcommittees of the Internal Audit Association to lay the groundwork for internal audits and clarify the foundations of these audits, while actually conducting internal audits.

# External Evaluatio

Various organizations have highly evaluated our efforts.



We focus on the work life balance (harmony between work and life) of each employee and encourage them to take paid vacations such as "birthday leave" and "anniversary leave.The "Nagoya City Work Life Balance Award" was given in recognition of the introduction of the "Children's Event Leave" system (paid) for employees with children up to 18 years old,and the promotion of telecommuting.



The company has achieved its own action plan and targets based on the Act on Advancement of Measures to Support Raising Next Generation Children, and the company's efforts to enhance and promote the use of support systems for balancing work and child rearing have been highly evaluated. Company has received "Kurumin " certification from the Minister of Health, Labor and Welfare for four consecutive terms as an excellent "company supporting child rearing. In addition, we have acquired "Platinum Kurumin "



For the third consecutive year, we have been awarded the highest rating of "Gold" in the "PRIDE Index 2021" for our unique initiative "Divers-in Employment", which aims to create an environment where everyone can work with peace of mind and enthusiasm.



In order to create an environment in which all employees can be active regardless of gender, age, nationality, or disability, the company has established a consultation window that allows employees to undergo medical checkups regardless of the nature of the family register and to select languages that are easy for foreign employees to speak, and has received JobRainbow Corporation's best-work-place for two consecutive years. The best-work-place is a unique index that focuses on five areas of diversity: LGBTQ, Gender, Disabled, Multi-Cultural Coexistence, and Child/Nursing Care.

## ■LMS (Learning Management System)

ISF NET's unique e-learning and learning control system.

## ■ITSS (IT Skills Standards)

This is a common framework for IT carriers formulated by METI.

## ■Gluegent Flow

This workflow system is a cloud-based application, approval, and decision-making process. Easy use by anyone with simple operability. The cloud service was launched in 2011 in Google Workspace and Microsoft 365 environments. Since its inception, the service has been used in a number of ways. For more information, see URL : <https://www.gluegent.com/service/flow/>

## ■DIOA (ISF NET / Intelligence Original Account System)

Inclusion of SG&A expenses in cost of sales = System for generating profits from SG&A staff

## ■IRP (ISF NET Reward Program)

Bonus system

## ■JEBM (Junior Executive Board Member)

If you complete the term of office for YEC (Young Exective Candidate (a junior executive candidate system) for one year, you will be assigned as a JEBM from the second year.



In order to prevent caregiver reasons from leaving the company, the MHLW acquired Tomonin as a company working to promote the development of a work environment that can combine work and care.



We are actively promoting telework in order to achieve one of our visions, which is to "realize the freedom of working style for employees in three years." As part of this effort, we set our company's goals in the "Telework Tokyo Rules Practicing Company Declaration System," which aims to achieve numerical targets for telework, establish a management environment for all risks, and cooperate with multiple internal committees to realize equal employment of diverse human resources.



Under the slogan of "Pursuing Health," we are working to improve our health on a daily basis in order to create an environment where each and every employee can work in a healthy and exciting way, and to create employment where all people with diverse personalities can work with peace of mind. In recognition of these efforts, we have been certified as a "Health and Productivity Management Organization 2022".

We have declared that we will work on health promotion throughout the company, giving top priority to the health of our employees and continuing our efforts to support employee health care. As a result, we acquired the "Silver Certification". In the future, we will continue to create an environment where employees can be healthy both physically and mentally, and aim to acquire the "gold certification" of a company with excellent health, which is the next step, and promote initiatives to further improve their health.



The Numazu Gender Equality Promotion Office is certified as a facility that is actively working to create a work environment that is easy for both genders, while being aware of and motivated to promote gender equality and considering the need to balance work and family. Quoted:<https://www.city.numazu.shizuoka.jp/shisei/commit/danjyo/jigyosho/index.htm>