ISF NET

統合報告書

ISF NET REPORT 2024

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Editorial Policy

ISF NET REPORT 2024 has been compiled as a comprehensive report that includes not only business performance and strategies but also non-financial information such as our sustainability initiatives.
We hope this report helps stakeholders gain a deeper understanding of ISF NET GROUP's commitment to enhancing sustainable corporate value from a medium- to long-term perspective.

Reporting scope	ISF NET / ISF NET GROUP
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Reference guidelines	UN Global Compact

■ Notes on Terminology
The term "Health Management" used in this booklet is a registered trademark of the nonprofit organization Kenko Keiei Kenkyukai (Health Management Research Association). In addition, references to "ISF NET," and "the Company" may, in some instances, refer to ISF NET GROUP as a whole.

■ Disclaimer
This booklet is intended to provide information on the performance and business strategies of ISF NET GROUP. It may include forward-looking statements and forecasts regarding future performance. These statements are based on ISF NET's judgment at the time of publication and do not constitute a guarantee of future results. The content is subject to change without prior notice. ISF NET shall not be held liable for any damages arising from the use of this booklet. Unauthorized reproduction or distribution of this booklet is strictly prohibited.

Our Philosophy

Management Philosophy

E&E (Employment & Environment)

ISF NET GROUP aims to use resources efficiently and effectively, and create a working environment for the next generation.

Employment (Job Creation)

Since achieving its Five Major Hiring Goals set in 2006 by 2010, ISF NET GROUP has expanded its hiring goals to 10, 20, 25, and 30, continuously working to create job opportunities for those facing employment challenges.

In 2021, the company rebranded this hiring goals initiative as "Diver-In Employment", moving beyond the previous fixed categories to promote more inclusive hiring. Under this slogan, ISF NET GROUP has further committed to its mission of job creation, providing a safe and supportive work environment for individuals facing difficulties in securing employment.

Although creating such work environments is challenging, our employees all share the desire to help as many people as possible experience the “joys of working” and to feel a sense of purpose in life.

Environment (Environmental Protection)

As global warming and environmental destruction continue to worsen, ISF NET GROUP promotes the reuse of IT-related products, optimizes resource utilization, and reduces waste. The company also supports businesses in adopting DX (Digital Transformation) and cloud services to help reduce energy consumption and environmental impact.

Moving forward, ISF NET GROUP will continue leveraging IT solutions to drive environmental sustainability.

Basic Principles

Creating Better Environments and Pursuing Happiness for All Stakeholders

ISF NET GROUP is committed to building better environments and pursuing happiness for all stakeholders, including employees, customers, business partners, government agencies, and financial institutions.

Since its founding, the company has focused on job creation and improving work environments, continuously generating value. Moving forward, ISF NET GROUP will strive to further enhance the workplace and create a future where everyone can experience happiness.

Contributions to Local and Global Communities

ISF NET GROUP will actively contribute to both local and global communities.

ISC, DSP, and Hospitality

At ISF NET, our corporate culture is centered around three key concepts: ISC, DSP, and Hospitality, all of which emphasize humanity. These concepts form the company's identity, set us apart from competitors, and are our foundation for growth.

From onboarding, new employees are introduced to ISC, DSP, and Hospitality, and through regular training, they continue to develop as professionals.

ISC (ISF NET Standard Concept)

Many people struggle with workplace relationships. ISF NET is committed to creating a workplace where employees do not have to worry about interpersonal conflicts preventing them from doing their work.

Each ISF NET employee shares the concept of "creating a workplace where everyone is somebody you want to work with."

DSP (Design Story Project)

DSP supports the realization of ISC, defining actions and values that help maintain an altruistic and proactive corporate culture. DSP was developed by our younger employees and officially launched in 2022.

DSP Code of Conduct

- Respect each other
- Take ownership
- Enjoy change
- Always be honest and sincere
- Keep promises
- Greet with a smile

Hospitality

While "hospitality" is often associated with the service industry, where it carries the nuances of "thoughtfulness" or "attentive service," ISF NET incorporates hospitality into its corporate culture to emphasize humanity.

By embracing hospitality in their daily actions, each ISF NET employee contributes to creating a positive and welcoming environment for everyone associated with the company.

Creating a Workplace Where Everyone Can Be Themselves

Yukiyoshi Watanabe

CEO
Representative Director, ISF NET GROUP
Representative Director, ISF NET INC.

Marking Our 25th Term

On January 12, 2024, ISF NET GROUP entered its 25th term.

Founded in the year 2000 with just four members, we have now grown to a team of over 2,600. Looking back on our journey, I strongly feel that we have been able to reach this milestone thanks to the many valuable relationships and support we have received along the way.

Since our founding, the core of ISF NET GROUP has been in hiring full-time employees with a focus on humanity and education that transforms human resources into jinzai — employees who are not just resources but invaluable to the company. By actively listening to our customers and employees and addressing challenges on the ground, we have continued to evolve. These efforts have led to our current growth and success.

IT technology is advancing at a rapid pace every day. The construction and maintenance of networks and foundational infrastructure, which support this technology, are critical business areas that will always remain essential.

Looking ahead, IT infrastructure will require even greater innovation and stability. Engineers in this field must maintain high ethical standards and understand the importance of security and safety. As technological innovation accelerates, we are committed to realizing the vision of a "utopia for IT infrastructure engineers" and further enhancing our corporate value. Using the experience gained over the past 25 years, we will continue to take on new challenges.

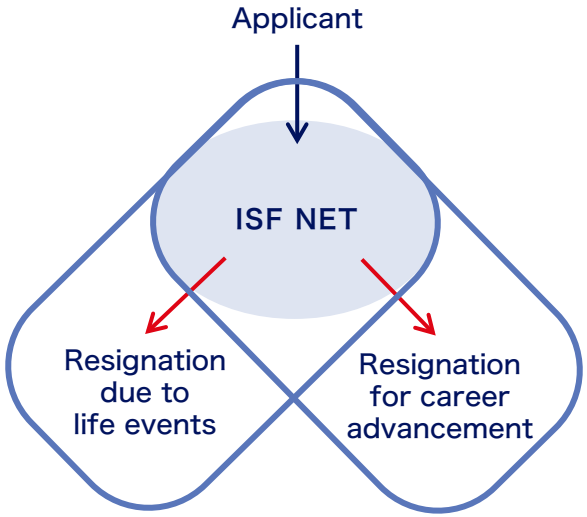
Challenges and Achievements in 2024: Navigating a Changing Business Environment

The year 2024 was marked by sustained inflationary pressures that impacted economic activity across the board. Rising energy prices and exchange rate fluctuations significantly affected corporate profitability.

In response, ISF NET focused on strengthening the training and education

of engineers while actively recruiting mid-level engineers, leading to overall skill enhancement. As a result, we achieved both business stability and steady growth.

To address the issue of costs being passed down to consumers, we have set a five-year goal to increase employee compensation by 1.5 times, exceeding the industry average. This will ensure the financial stability and motivation of our engineers.



From Connection to Creation

Amid an increasingly fluid job market, ISF NET introduced "connection" as a key theme. Rather than viewing resignation as the end of our relationship with a former employee, we seek to maintain ties with them, contributing to their Lifelong Career Potential (LCP). This year, executives conducted one-on-one interviews with employees to communicate the company's plans for improved compensation and "connection."

Outlook and Challenges for 2025

ISF NET seeks to create a "utopia for IT infrastructure engineers" and has developed 10 Visions to bring this to life. We prioritize four pillars: compensation, attractive career paths, freedom, and growth, and we will focus on these as our management strategy for 2025.

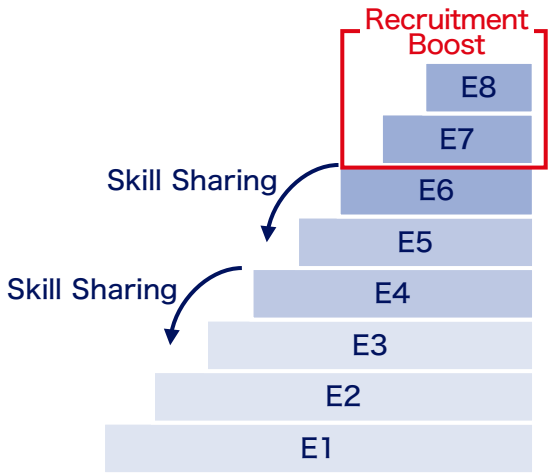
In recent years, demand in the IT industry has evolved, changing what is expected from engineers. While system-building engineers were traditionally seen as high-value roles, we now see increasing demand for pre-sales engineers — professionals who can accurately identify customer challenges and define requirements.

Through our unique training methods, ISF NET is strengthening the development of pre-sales engineers. By enhancing both technical and sales skills, we enable engineers to engage in meaningful and high-value tasks, which makes pre-sales an attractive career path.

To support this initiative, we offer diverse reskilling programs and promote skill-sharing by experienced senior engineers. We are committed to creating an environment where every engineer can steadily enhance their skills and feel confident about personal growth.

Additionally, ISF NET is expanding the variety of projects available to engineers to provide greater workstyle flexibility. By broadening options for work location, hours, and employment type, we help engineers align their work with their lifestyles and career plans, ensuring they can perform at their best.

ISF NET views change as an opportunity and will continue to provide high-quality services. In an era of rapid transformation, change is a chance for growth. As a company that supports IT infrastructure, we remain dedicated to delivering top-tier services.



The Future of Inclusive Employment: Supporting Diverse Workstyles

Since its founding, ISF NET GROUP has pursued "Diver-In Employment," a combination of Diversity and Inclusion, to provide a safe and supportive work environment for individuals who face challenges finding employment.

ISF NET GROUP is committed to creating employment opportunities for LGBTQIA individuals, persons with disabilities, seniors, and those balancing work with caregiving or parenting responsibilities.

More than just providing jobs, we are focused on creating a work environment where everyone can thrive and reach their full potential.

Through these efforts, we aim to foster a society where everyone can experience the joys of working and feel a sense of purpose in life, building a company where diverse talents can flourish.

To Our Stakeholders

ISF NET GROUP seeks to help shape a better society while fulfilling its corporate responsibilities.

To meet the expectations of our stakeholders, we will continue to integrate our corporate philosophy, values, and sustainability into our core management strategy. With your guidance and support, our executives and employees will work together as one to pursue sustainable growth alongside society.

We sincerely appreciate your continued support.

A Connected Organization, Growing Together

Rie Motomura

CDIO (Chief Diversity& Inclusion Employment Officer)

A Career Shaped by Diversity

During my time volunteering at a job transition support center, I attended a lecture by President Watanabe, where I was deeply inspired by the idea of a workplace where people with disabilities and others work side by side. This experience led me to join ISF NET in 2015.

After joining, I worked as a soft skills trainer for disabled employees, later serving as a department head in two divisions. While leading the IT Services Department, I recognized the need for a dedicated support team for engineers nationwide, leading to the establishment of the Strategic Human Resource Consulting Department.

In 2022, I assumed the role of CDIO, aiming to create a comfortable and inclusive work environment for all employees — regardless of gender, age, nationality, disability, or LGBTQIA identity. I am committed to further evolving our discrimination-free culture and fostering a workplace where everyone can work as their natural selves.

Creating a Workplace Where Everyone Feels Secure

At ISF NET, Diver-In Employment is our initiative to create a safe and supportive work environment for those facing employment challenges. Our mission is to ensure that all employees — regardless of gender, age, nationality, LGBTQIA identity, or disability — can work comfortably.

Since becoming CDIO, I have focused on expanding support systems, not only for harassment prevention but also for work-life balance, foreign employees, LGBTQIA issues, and caregiving support. By providing multiple consultation channels, we are creating a workplace where employees feel secure.

At our company, we also place great importance on altruism — treating others with compassion and consideration. We are committed to cultivating a culture in which people respond thoughtfully and respectfully, imagining themselves in another person's position. This approach aligns with our behavioral code, DSP, and

we believe it ultimately contributes to both the personal growth of each employee and the realization of an even more inclusive and comfortable workplace environment.

Strengthening Our "Family" Bonds into the Future

Strategic Human Resource Consulting is positioned as the third pillar of ISF NET's business, alongside Human Resources and In-House Technology Services.

ISF NET values employees' Lifelong Career Potential (LCP) — their long-term contribution and growth. Our foundation is built on the belief that all stakeholders who meet our ISC, DSP, and hospitality standards are part of our "family." We aim to support employees throughout their careers, helping them navigate life's challenges while ensuring they can work for the long term with reasonable accommodations.

To reinforce this commitment, we introduced our Alumni Program in 2022, allowing former employees to stay connected with the company even after leaving. This initiative was born out of our desire to support employees as they transition into new stages of life.

Approximately 80% of former employees have registered, shifting our focus from turnover rate to a new metric — "connection rate."

Additionally, we launched the I-Link Agent service to assist employees whose career paths lead the outside ISF NET. Through personalized career counseling, we help them transition confidently to new opportunities, earning positive feedback from many employees.

All of these initiatives prioritize employees' Lifelong Career Potential rather than short-term corporate gains. We will continue refining our policies to ensure employees always have a place to turn to for support.

Diversity as a Strength

In 2024, we accelerated reforms and workplace improvements to foster a sustainable, inclusive environment. By actively listening to employees, we implemented flexible and comprehensive initiatives to strengthen a foundation for long-term success.

Key achievements include:

Advancing Women's Careers: We promoted flexible work arrangements and encouraged female leadership, particularly by supporting managerial roles with reduced hours. We also participated in events such as Osaka Prefectural Government's "Men and Women Iki-iki Forum" in March and a special lecture at Jissen Women's University in December to share our workplace initiatives.

Senior Employment & Health Management: We expanded hiring for late career employees and reinforced corporate wellness initiatives, including mental health and self-care training. Additionally, we provided specialized leadership training to managers, improving workplace mental health and overall well-being.

Caregiving Support: We introduced a Special Caregiver Leave policy, set to take effect in April 2025, supplementing government programs to help employees balance work and caregiving responsibilities.

LGBTQIA+ Initiatives: In 2024, an Ally Community led by LGBTQIA+ employees was started. The company also hosted Diver-In Week* in December to raise awareness about diversity and inclusion. These efforts were well-received and reached employees who had not yet had a chance to learn about these issues.Through these efforts, we aim to foster an environment where diverse values are respected, and LGBTQIA+ employees do not need to hide their identity or orientation.

Throughout 2024, we positioned Diversity & Inclusion as a management priority, working to create an environment where diverse talent can maximize their potential. By continuously deepening these initiatives, we strive to achieve sustainable growth and remain a company that makes a positive impact on society as a whole.

Supporting Workers & Building an Inclusive Society

ISF NET will continue improving our working environment based on real feedback from employees on the ground. We will further enhance our Diver-In Employment initiatives and LCP-driven strategies. We also plan to expand the Alumni Program and I-Link Agent service to strengthen lifelong connections with employees.

We are also focusing on our Retention Sales Team, which was established in 2024. Our company has over 2,000 engineers, some of whom require accommodations and support due to disabilities or individual characteristics. This team was formed to ensure these individuals receive the attention they need by identifying their unique traits, determining the support they require, and finding opportunities that allow them to maximize their strengths. Many of our clients have embraced this initiative, leading to an increasing number of engineers actively working in the field. In 2025, we will further enhance this initiative, creating a system where everyone who wants to work can thrive in the long term.

ISF NET aims to share our diversity initiatives more widely outside the company. In particular, we will continue advocating for women's career advancement in IT. We have already doubled our female managerial ratio to 26.2% in the last 5 years. By sharing successful case studies like mentorship programs and part-time managerial roles, we seek to inspire broader industry action. Furthermore, in 2025, we will launch an industry-university collaboration program with a workshop for female university students. With employees acting as role models, we aim to showcase diverse career possibilities and foster the development of future leaders.

Passing on the "Diver-In" Spirit to the Next Generation

The philosophy of Diver-In Employment has been a core value since the company's founding. As CDIO, I see my role as preserving and evolving Diver-In Employment for future generations. This also is something which is personally very important to me, which makes this work incredibly fulfilling.

We will continue building an environment where people of all backgrounds feel safe and comfortable at work. Additionally, we will actively promote our Diver-In Employment initiatives outside the company, fostering a culture where minorities are embraced and everyone can be themselves and work and not be discriminated against.

For People-Centric IT.

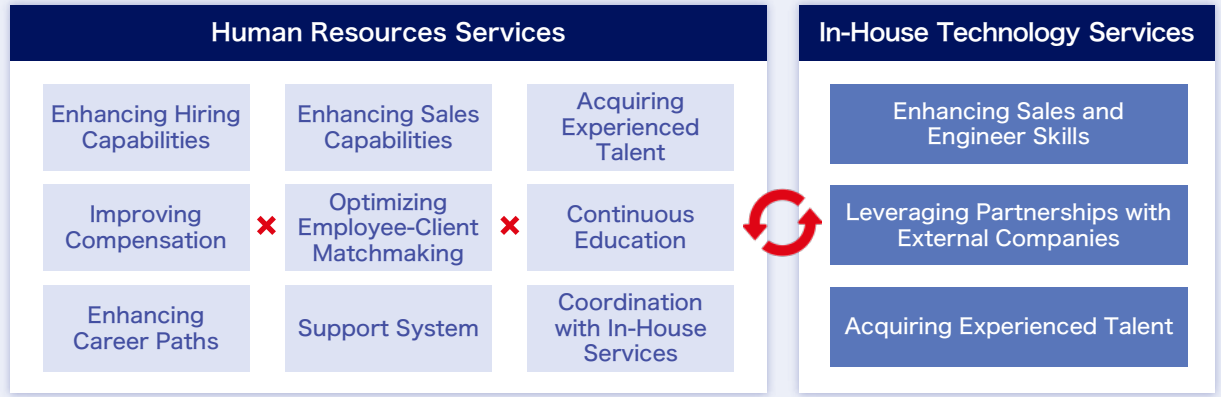
Since 2019, the working population in Japan has been on a decline, and while demand for IT professionals continues to grow, the industry faces a significant shortage of skilled talent. Moreover, companies must address the rapid evolution of IT technologies and services, as well as the inevitable aging of the workforce in the future.

At ISF NET, we have a proven track record of developing engineers from entry-level to mid-level expertise while building a broad network of offices across Japan. As part of our long-term business strategy, we are committed to creating a "utopia for IT infrastructure engineers" by enhancing our training programs and career development opportunities. Through these initiatives, we will further accelerate our investment in human capital.

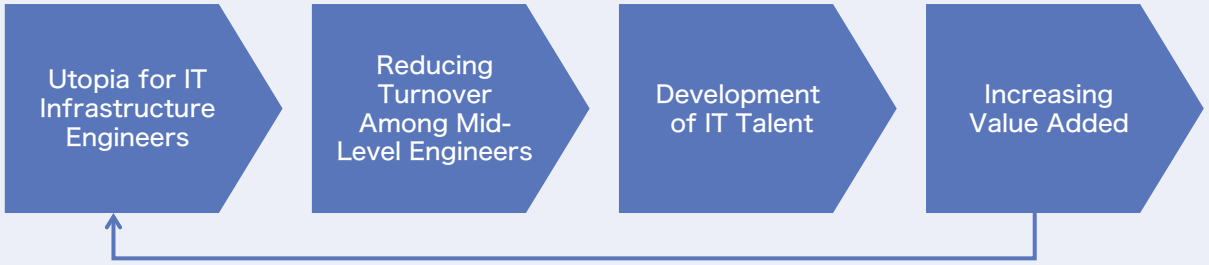
Furthermore, as a company dedicated to solving social challenges, we will enable more flexible work styles and enhance our employees' ability to generate higher value.

Our ultimate goal is fostering an inclusive environment where individuals of all genders, ages, nationalities, and abilities can take pride in their work. We strive to develop a workforce that is essential to society while ensuring competitive wages and sustainable career growth within our organization.

Growth Initiatives



Expected Effect



Purpose-Driven Management

Five Pillars of Purpose-Driven Management

At ISF NET, we have established the "Five Pillars of Purpose-Driven Management" to achieve sustainable growth and provide greater value while adapting to societal changes. We aim not only to foster understanding with our many stakeholders but also to enhance employee motivation and increase long-term corporate value.

1 Health Management

We prioritize creating an environment where employees can work with both physical and mental well-being, regardless of age, under the slogan "Pursuing Health." By fostering a workplace where everyone is energized, we strive to enhance creativity and productivity.

2 Design Management

With "Pursuing Comfort" as a guiding principle, we aim to design an exciting future. We emphasize positive relationships and valuing humanity. Through ISC, DSP, and a culture rich in hospitality, we establish standards that encourage proactive, considerate actions. These create impactful stories that shape our brand value and drive innovation."

3 Human Capital Management

At ISF NET, we refer to our workforce not simply as human resources, but jinzai, recognizing each employee as a valuable asset to the company.Our mission in human capital management is to maximize the potential of every individual, and we continuously strive to implement initiatives that support this goal.

Our mission in human capital management is to maximize the potential of every individual, and we continuously strive to implement initiatives that support this goal.

4 ESG & SDGs Management

With Diver-In Employment at the core of our philosophy, we strive to create a workplace that accommodates individuals with diverse strengths and needs, ensuring that those facing employment difficulties can work with confidence and feel valued. By providing fulfilling job opportunities and self-sufficiency support regardless of disabilities, we aim to achieve both corporate growth and contributions to society.

5 Strategic Organizational Management

We reinforce the sharing of visions and missions across departments while deepening interdepartmental collaboration. By effectively matching employees' strengths with tasks and implementing a fair evaluation and compensation system, we aim to maximize motivation and foster a highly engaged workforce.

10 Visions

At ISF NET, we have set forth “10 Visions” as near-future goals based on input from our employees.
By sharing these visions with all employees, we foster a collective commitment to achieving our goals and unite the organization as one.

VISION 01

Zero Workplace Relationship Concerns

A work environment cannot be changed solely by employees. No matter how much one enjoys their job, workplace relationship issues can make it difficult to continue working. ISF NET is dedicated to eliminating such concerns and fostering an environment where all employees can perform at their best.

VISION 02

Towards a Utopia for IT Infrastructure Engineers

ISF NET provides IT infrastructure engineers with clear career paths and has established 10 elements of a utopia for engineers to ensure a fulfilling work environment for all engineers.

1. Compensation
2. Attractive Career Paths
3. Flexible Work Styles
4. Growth
5. ISC/DSP
6. LCP
7. Diver-In
8. Business Stability
9. Global
10. Challenge

VISION 03

Doubling Compensation in Five Years Transparency in Profit Allocation & Eliminating Regional Disparities

While wages in Japan have remained stagnant for nearly 30 years, ISF NET is committed to doubling wages within five years through the revision of evaluation systems and global business expansion. "Five years" is an ongoing target, meaning we will continuously strive towards this goal. Furthermore, from 2025, we aim to enhance employee compensation even further.

VISION 04

Attractive Career Paths

ISF NET offers three career paths: "Consultant," "Specialist," and "Executive." However, we acknowledge that some employees prioritize "life" over "work" and may not seek promotion. To accommodate both aspirations, we have established a fair evaluation system that recognizes contributions and achievements.

Additionally, in 2024, we launched a Presales Engineer Training Program to broaden engineers' career opportunities.

VISION 05

Achieving Workstyle Flexibility in Three Years

By the end of 2025, ISF NET aims to achieve flexible workstyles, including working location, working hours, and employment type. We currently implement hybrid work styles combining telework, office work, and shared office use. Furthermore, we are testing secondary jobs and flexible hours. Even if employees temporarily leave for different workplaces, they can remain connected with ISF NET and return as full-time employees, freelancers, senior engineers, or business partners.

VISION 06

Expanding into Asia & Globally, with Singapore as a Hub

In the IT industry, where communication protocols and languages are standardized worldwide, expanding into higher-paying overseas markets is a necessary step. ISF NET has established three international offices: South Korea (Seoul, since 2006), China (Dalian, since 2006), and Singapore (since 2023). Moving forward, we plan to expand further into Asia, Europe, and the United States.

VISION 07

Maximizing Human Capital

ISF NET considers its employees as jinzai — not just resources but invaluable human capital. To enhance each individual's value, we focus on strengthening training programs, educational opportunities, and job matching to create an environment where employees can thrive.

VISION 08

Social Contribution through Acquired Skills

As part of our commitment to diversity and inclusion, ISF NET actively hires individuals from the LGBTQIA+ community and persons with disabilities. By fostering a diverse workforce, we help employees shift their perspectives on established norms which may not accurately reflect the world. We provide an environment where employees can leverage their skills to contribute to society.

VISION 09

Fair Evaluation & Equal Employment Opportunities Regardless of Gender, Age, Nationality, or Disabilities

ISF NET embraces diversity, offering equal employment opportunities for all individuals, regardless of gender, age, nationality, or disabilities, and ensures fairness as a matter of course.

VISION 10

Creating an Environment for Challenging Yourself & Growth

Growth stems from both success and failure. ISF NET actively fosters an environment where employees can take on new challenges, including developing young executive candidates, enabling career transitions, and encouraging senior members to thrive in their roles.

10 Visions Video

This video features actual employees working at our company.

Human Capital

Human Capital Philosophy

At ISF NET, we refer to our employees as more than resources, but jinzai — invaluable assets to the company.

In our approach to human capital management, we focus on continuously developing our talent to maximize organizational performance. This goes beyond traditional HR management; it is a strategic initiative aimed at fostering long-term growth and enhancing the company's overall competitiveness through talent development while overseeing the organization from a broader, strategic perspective.

Human Capital Initiatives

- President's Award
- YEC Program
- Career Development Program (CDP)
- Reskilling
- Health Management
- Short-time work system

New Initiatives from 2024

- Side Jobs and Concurrent Employment
- CliftonStrengths
- Skill Sharing
- Lifelong Career Potential (LCP)
- Senior Engineer Recruitment

Side Jobs and Concurrent Employment

As of the regulation revision in January 2024, employees are allowed to engage in side jobs and concurrent employment. Recognizing the shifting economic landscape, we have thoughtfully explored ways to offer our employees greater flexibility in how they work, resulting in this initiative. To support this initiative, we have also launched an internal information site featuring an FAQ page on side jobs and concurrent employment.

CliftonStrengths

Developed by Gallup, CliftonStrengths is an online talent assessment tool composed of 177 questions that helps individuals discover their innate talents. ISF NET has implemented this assessment for both managers and general employees. Based on the results, we conduct training sessions involving various departments — not only to review the findings but also to translate them into actionable next steps for personal and professional growth.

Skill Sharing

In 2024, we focused on strengthening our engineering education system through skill sharing. With the simultaneous enhancement of our senior engineer and freelance employment strategies, we have been able to retain highly skilled and experienced professionals. By pairing these experts with engineers who wish to upskill, we aim to achieve rapid training and skill development within a short period.

Senior Engineer Recruitment

Many IT companies in Japan have a mandatory retirement age, leading to the departure of experienced engineers despite their valuable expertise. Considering Japan's declining workforce due to an aging population and its globally top-tier life expectancy, ISF NET does not impose a fixed retirement age. Instead, we determine salaries based on individual skills and responsibilities.

Many applicants have extensive experience at major corporations. To leverage their knowledge and expertise, we assign them to projects alongside engineers who want to enhance their skills. This skill transfer initiative allows for hands-on training in a short time. Additionally, to create a more accommodating work environment for senior engineers, we have reviewed employment contracts and internal policies. In 2024, 14 senior engineers joined our company, and we plan to further strengthen senior engineer recruitment.

Lifelong Career Potential (LCP)

At ISF NET, we also focus on maximizing the Lifelong Career Potential (LCP) of our employees. We strive to create an environment where employees can thrive over the long term, maximize the value they gain throughout their careers, and experience the joy of working and personal growth.

In an era where a 100-year lifespan is becoming the norm, individuals must be prepared for various life events and environmental changes. To accommodate such changes, we have established policies that allow flexibility in work arrangements, including side jobs, flex-time, remote work, and different employment types.

In 2024, we particularly emphasized initiatives such as job referrals, alumni networks, and reemployment programs. Even if an employee chooses to leave the company, we aim to maintain a long-term connection with them, fostering a company model that supports lifelong career development.

President's Award

The President's Award is managed by the Reward and Disciplinary Committee. Candidates are nominated biannually, and final decisions are made by the Board of Directors and executives. In the first half of 2024, seven individuals received the President's Merit Award, and one team received the President's Project Award. In the second half of the year, 5 individuals and 2 teams were awarded.

YEC Program

The Young Executive Candidate (YEC) program, launched in 2020, aims to develop future executive leaders. By 2024, we have recommended our sixth-generation candidate. We continue to refine the program, making necessary adjustments to better nurture promising candidates.

CDP Program

The Career Development Program (CDP) allows employees to explore different roles within the company. Departments looking to recruit for open or newly established positions can post job openings, attracting interested employees. This initiative enables individuals to gain diverse work experiences and discover new career paths within the organization.

Reskilling

The IT industry evolves rapidly, requiring engineers to continually update their knowledge and skills. As a company dedicated to talent development, ISF NET provides an educational environment that facilitates continuous learning. In addition to our existing programs, we have introduced Short-Term Reskilling and Custom Reskilling initiatives to further enhance our training ecosystem.

Reference article:
https://www.career.isfnet.co.jp/column/infrastructure-engineer/reskilling/

Management Coaching

Since August 2023, we have been providing coaching for managerial staff. The program was introduced based on the belief that developing active listening skills is essential in the workplace to bridge communication gaps with subordinates and junior colleagues. This initiative will continue in 2024, with the aim of creating a more comfortable and supportive work environment.

Short-Time Work System

While we had already introduced a Short-time work system, we have continued to refine it with the aim of creating an environment where people who want to work — such as mid-career or senior hires, or those with family commitments — are not held back by circumstances. At ISF NET, we believe that highly skilled engineers are essential to our mission of developing talent, and we will continue working to create an environment that enables employees to overcome any obstacles they may face.

Health Management

▶ Basic Policy on Health Management

The ISF NET Standard Concept includes the idea of “Seven Zeros.” With this as a base, we strive to create an attractive workplace that enriches both the material and emotional well-being of employees.

▶ Philosophy of Health Management

ISF NET GROUP’s health management slogan is the “Pursuit of Health. We are committed to fostering the health of all employees. In July 2021, we further reinforced this by announcing our Health Promotion Declaration.

▶ ISF NET Health Promotion Declaration

Guided by the "Pursuit of Health," ISF NET is dedicated to creating a work environment where every employee can enjoy working with both physical and mental well-being. In addition to establishing a workplace that fosters energy and enthusiasm, we are committed to providing inclusive employment opportunities where individuals with diverse backgrounds can work as their true selves. We will continue to promote daily health initiatives to support this goal.

Measures Against Lifestyle-Related Diseases

We are building an internal environment that encourages employees to take initiative in maintaining their health.

Initiatives for Sleep and Rest

In collaboration with occupational medicine physicians and internal committees, we are strengthening mental health measures, correcting excessive working hours, and enhancing stress management strategies.

Anti-Smoking Initiatives

We enforce a strict no-smoking policy during working hours and ensure compliance with considerate smoking rules to respect those around us.

Efforts to Promote Health Management

In 2021, ISF NET established a Health and Safety Committee to ensure the widespread adoption of our philosophy and related initiatives. To enhance employee safety and well-being, we have defined "Seven Zeros" in ISC as key areas to eliminate, aligning with our goal of promoting health management.

Seven Zeros

1. Harassment
2. Bullying
3. Discrimination & Prejudice
4. Excessive Workload
5. Internal Factions
6. Unreasonable Orders
7. Inequality

Other Key Initiatives

- **E-Learning**
  - Self-care
  - Mental health care led by managers
- **Health and Safety Education (VDT Training)**

  Compiling and sharing key points regarding VDT (Visual Display Terminal) work* with all employees
  *VDT work: tasks that involve the use of display devices such as LCD screens, along with input devices like keyboards, mice, or touchscreens.
- **Disaster Preparedness**
  - Distributing training videos on fire extinguisher use to all employees
  - Ensuring the locations of AEDs at each office is easy to find and sharing instructions on how to use them
- **Year-End and New Year Workplace Safety Campaign**
  - Year-End and New Year Cleaning Reminder
  - Using workplace checklists to identify risks and carry out improvement activities
- **Mental Health Care**

  In 2024, we introduced a Mental Health Consultation Service, where employees can seek support on various mental health concerns. If necessary, we provide referrals for consultations with occupational medicine physicians or public health nurses.
- **Stress Check Program**

  Employees participate in a simple survey consisting of multiple-choice questions, which analyzes workplace stress factors, psychological and physical stress responses, and the level of support from colleagues. This initiative aims to prevent mental health issues and contribute to a better work environment.
- **Health Consultations with Occupational Medicine Physicians**

  We have in-house occupational health physicians available to support employees' well-being. Employees can consult them regarding health concerns such as feeling unwell, experiencing low mood, or dealing with stress and fatigue from remote work.
- **Return-to-Work Support Program**

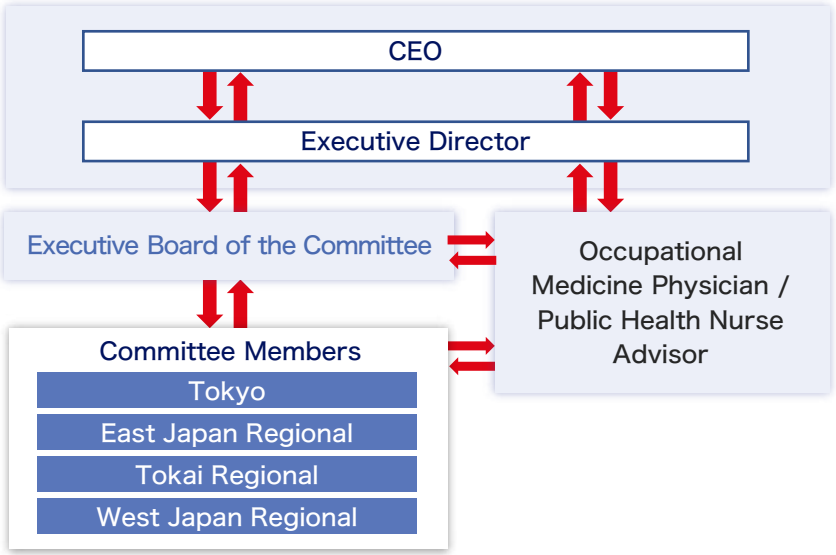
  For employees returning from leave due to health reasons, we design and implement individualized return-to-work programs. Even after returning, we continue to provide support based on the employee's condition to facilitate a smooth transition back to full work capacity.
- **Gynecological Examinations in Regular Health Checkups**

  We offer guidance and encourage eligible employees to undergo gynecological screenings as part of their regular health checkups.

Human Capital

Organizational Structure for Promoting Health Management

To enhance each employee's "health literacy," the Health and Safety Committee plays a central role in continuously advancing health and productivity management. This is achieved through an integrated approach that includes: Health Promotion, Health Management, and Workplace Support & Risk Management.



Health & Productivity Management Organization 2024 Certification

The Health & Productivity Management Organization Certification is a recognition system implemented by the Ministry of Economy, Trade and Industry (METI) to acknowledge organizations that actively promote employee health.

At ISF NET, under the slogan "Pursuit of Health," we strive to create an environment where every employee can work with enthusiasm while maintaining both physical and mental well-being. Additionally, we are committed to fostering a workplace where individuals of diverse backgrounds feel secure in their employment.

2024 健康経営優良法人 Health and productivity

Awarded "Silver Certification" as a Health-Conscious Company

The Health-Conscious Company Declaration is a commitment by companies to promote workplace health and aim for a silver or gold certification.

At ISF NET, we will continue to develop a workplace where employees can maintain both physical and mental well-being. Furthermore, we aim to achieve "Gold Certification" as the next step in our commitment to advancing employee health.

Promoting DEI

Diver-In Employment — Embracing Everyone's True Self

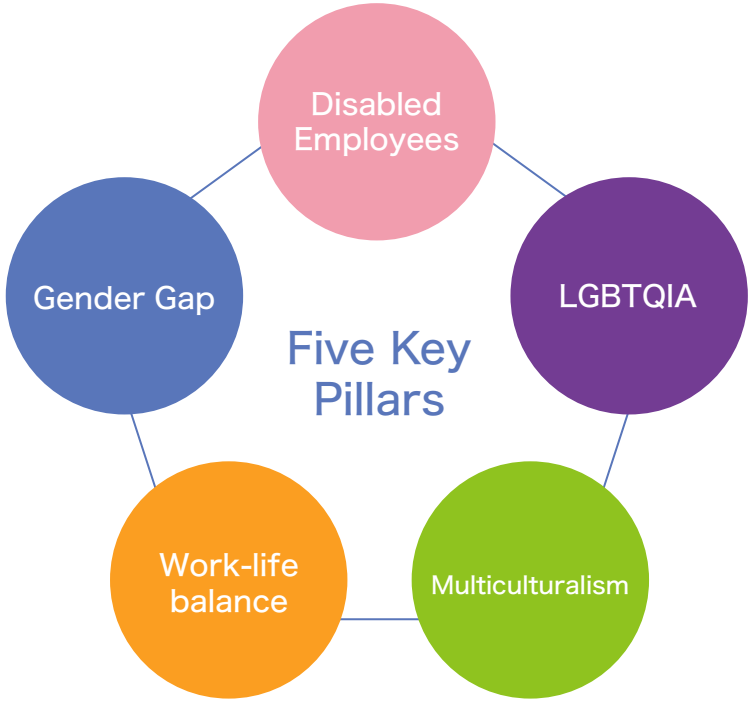
At ISF NET GROUP, we promote what we call Diver-In Employment, a concept that combines Diversity and Inclusion. This initiative is not just about gathering diverse talent — it's about creating opportunities for many people, fostering mutual growth, and building a workplace where people with different ideas and identities can accept and learn from one another.

We have long worked to create environments where people who face challenges in finding employment can feel secure and empowered to work. Through Diver-In Employment, we aim to foster a culture where diverse personalities and backgrounds are understood and embraced, enabling everyone to grow together.

The Concept of Diver-In Employment

In this section, we introduce five key areas of our Diver-In Employment efforts:

1. Disabled Employees
2. LGBTQIA
3. Multiculturalism
4. Gender Gap
5. Support for Childcare and Caregiving



Disabled Employees

ISF NET GROUP is composed of an IT business company and two welfare business companies, providing unique solutions that combine both fields. In our welfare business, we support employment for people with disabilities. We are committed to creating environments where people with disabilities can engage in fulfilling work.

Example: Supported Employment Facilities for Persons with Disabilities

A service that supports companies in employing people with disabilities, offering assistance from talent introduction to post-employment support. This service not only helps companies achieve legally mandated employment quotas but also contributes to CSR activities through job creation.

At ISF NET's Numazu branch, we regularly hold briefings on Supported Employment Facilities, offering tours and sharing insights on the challenges and key points of employing people with disabilities.

More on Supported Employment Facilities (Japanese):
https://www.diversity.isfnet.co.jp/

Example: Lecture at Morioka Chuo Rotary Club

On July 9, 2024, an ISF NET GROUP employee gave a lecture at the Morioka Chuo Rotary Club on "Reasonable Accommodation for People with Disabilities and Workplace Environment Development." The talk introduced the employment support services provided by ISF NET Joy and consulting for companies employing people with disabilities. The speaker discussed the lack of facilities and equipment as a barrier to employment and provided concrete examples of reasonable accommodation.

Participants asked questions about the challenges of employing people with disabilities and how to foster understanding among employees in the workplace. ISF NET will continue to use such opportunities to promote understanding of disability employment.

LGBTQIA

It is said that approximately one in ten people in Japan* identify as LGBTQIA — a proportion comparable to that of left-handed individuals or those with AB blood type.

Ignorance of LGBTQIA issues leads to words or actions that may hurt someone important to us without realizing it. At ISF NET, we regularly hold educational sessions for employees and are committed to creating a workplace environment where everyone can work comfortably together.

Our key initiatives are outlined to the right. Among them, an LGBTQIA Community was launched at the end of 2024. This community provides a space where LGBTQIA employees and allies can connect, fostering open conversation within a safe space.

These initiatives have been developed based on the feedback and experiences of our LGBTQIA employees. We will continue striving to create a workplace where everyone can thrive.

*Source: Dentsu LGBTQ+ Survey 2023

Main LGBTQIA Initiatives

- **Use of working names (can differ from name on ID)**
- **Access to gynecological exams during health checkups**

  We have made arrangements to ensure that, upon request, employees whose legal gender is male can receive gynecological exams such as breast cancer screenings

- **Self-care leave**

  Available to employees undergoing pregnancy-related medical care or treatment, or gender-affirming procedures such as hormone therapy or gender-affirming surgery, with a medical diagnosis

- **Removal of gender field from entry forms**
- **Use of restrooms aligned with gender identity**
- **Annual training sessions for managers**
- **Establishment of Diver-In Employment Committee**
- **Dedicated LGBTQIA information site for managers**
- **Launch of LGBTQIA Community**

LGBTQIA

Support for Rainbow Pride Events

ISF NET sponsored Nagoya Rainbow Pride 2024 in June for the third consecutive year, and Kyushu Rainbow Pride 2024 in November for the second year in a row.

At both events, employees from ISF NET GROUP participated as volunteers, joining the parades wearing t-shirts and carrying banners featuring ISF NET's rainbow logo. At Kyushu Rainbow Pride, a lead vehicle displayed a banner with a message from ISF NET:

"Realizing diverse employment through IT. Learn. Share."

External Recognition

ISF NET received the highest rating of Gold for the fifth consecutive year in 2024 under the PRIDE Index — an evaluation framework developed by work with Pride to assess corporate initiatives supporting LGBTQIA and other sexual minorities in the workplace.

work with Pride launched the PRIDE Index in 2016 and was Japan's first evaluation framework of its kind.

Multiculturalism

As globalization continues to accelerate, ISF NET announced in 2023 its plans to expand into global markets. While the company had already established offices in South Korea and China, it further expanded its global presence by opening a new office in Singapore, positioning it as a hub for its global operations.

Along with these initiatives, the number of foreign national employees has steadily increased, now reaching 300 employees. In a diverse workplace, challenges can naturally arise from differences in language and culture. Below are some of ISF NET's initiatives to support its multicultural workforce.

Foreign Employee Mentor Program

Launched in 2023 and continuing into 2024, the Foreign Employee Mentor Program provides support for all newly hired foreign employees, not limited to new graduates. While ISF NET already has a mentor system for new graduates, this program ensures that foreign employees at all career levels have someone outside their immediate team to consult with, helping them feel more at ease and supported in the workplace.

Consultation Channel for Foreign Employees

ISF NET has set up a dedicated consultation channel where foreign employees can feel comfortable seeking advice on a wide range of topics — from changes to nationality or residency status to cultural or lifestyle considerations that require accommodation.

Support is available in Japanese, English, Chinese, and Korean.

Japanese Language Training

ISF NET provides Japanese language training for foreign national employees, focusing on business conversation skills and preparation for the Japanese Language Proficiency Test (JLPT). Additionally, in 2024, the company began offering Japanese language training on a trial basis for prospective hires before they officially join the company. This pre-employment training helps alleviate concerns employees may have, as securing sufficient time for language study can be challenging once they start work.

Cross-Cultural Exchange Sessions

As part of ISF NET's Diver-In Week, held during Human Rights Week, the company hosted an online cross-cultural discussion during lunch breaks. Diver-In Week features a variety of programs designed to foster understanding of differences and create a more inclusive workplace. One highlight is a video series called "I-Meshi," where foreign national employees introduce dishes from their home countries, providing conversation starters and opportunities for interaction among employees.

Multiculturalism

Networking Events for Foreign Employees

In 2024, ISF NET organized several networking opportunities for foreign engineers. These included online social gatherings where participants could casually discuss work and personal topics, as well as in-person welcome events for new hires. Through these activities, employees were able to build connections and foster communication with one another. Such events aim to create a more comfortable and reassuring workplace environment.

Partnership with Yeungjin University

Since 2017, ISF NET has had an industry-academia partnership agreement with Yeungjin University in South Korea, focusing on collaboration and education. In cooperation with its offices in both Japan and Korea, ISF NET provides practical training opportunities to develop the next generation of global talent. Each year, a number of graduates from Yeungjin University join ISF NET, and the company has established systems to support them — from immigration procedures to onboarding training and regular check-ins after joining the company.

Gender Gap

At ISF NET GROUP, we are committed to creating and maintaining a workplace environment where women can work with a sense of security and fulfillment. Looking ahead, we aim for women to make up 50% of our total workforce.

To further promote the advancement of women, increasing the percentage of women in management positions is a key target and we are working to enhance our internal systems and expand related initiatives.

General Employer Action Plan

Plan Period: April 1, 2024 – March 31, 2027

- **Goal 1** Raise the percentage of women in management positions to at least 25%.
- **Goal 2** Reduce the average years of continuous service gap between male and female employees to within one year.
- **Goal 3** Achieve a 100% childcare leave utilization rate among male employees.

Women's Active Engagement Promotion Committee

The Women's Active Engagement Promotion Committee aims to create an environment where women can build their careers while embracing life events in a positive way. The committee monitors the current status of women's participation and actively works to promote their advancement.

Purple Ribbon Initiative

ISF NET participated in the Campaign to End Violence Against Women, held from November 12 to 25.
This campaign highlights the urgency of addressing acts that severely violate women's human rights — such as domestic violence, sexual crimes, and sexual harassment — and promotes initiatives to strengthen efforts toward resolving these issues. During the campaign period, ISF NET raised awareness within the company by collecting messages of support from employees and distributing special virtual backgrounds for online meetings. Many messages of encouragement were also shared by branches and committees across the company.

Other Key Systems and Initiatives

- Women Manager Mentorship Program
- Establishment of Women's Council — a consultation desk for women
- Support for returning to work after maternity or childcare leave
- F-Leave (Female Leave) program
- Creating employment opportunities for single mothers in collaboration with NPOs
- Sharing about female role models in pamphlet form both inside and outside the company

Work-Life Balance

Childcare

ISF NET is committed to promoting the employment of individuals involved in childcare and supporting the balance between work and parenting. Through these efforts, we aim to address Japan's declining birthrate by contributing to the development of the next generation.

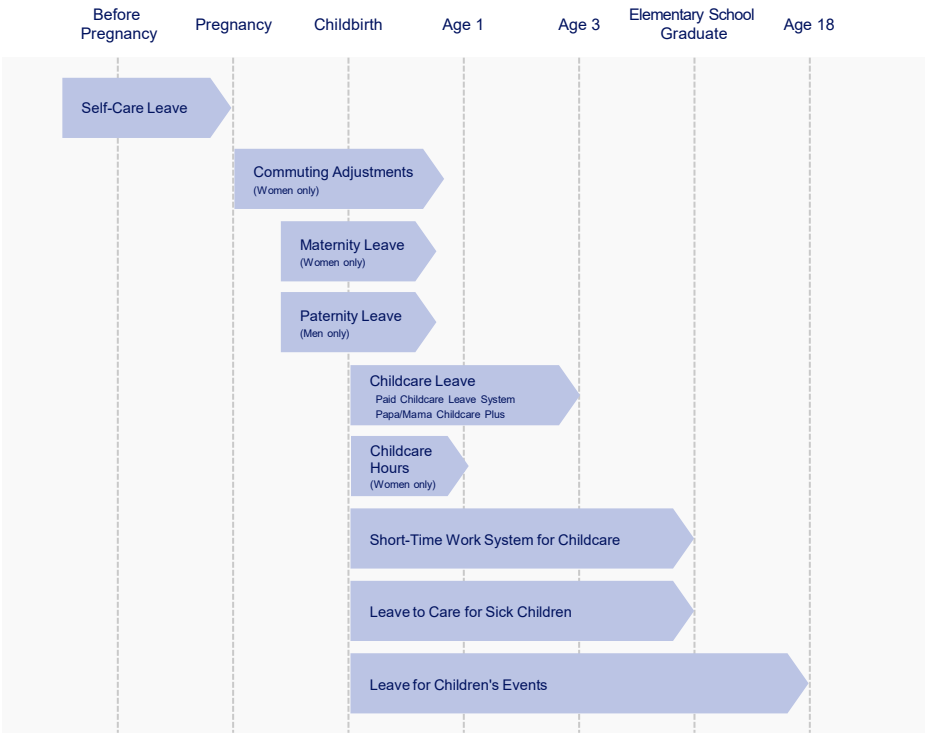
We also actively encourage employees of all genders to take parental leave and have established a support system to help them feel secure during their leave. Our support team regularly reaches out to employees on leave to provide updates from the company and check in on their well-being. From pregnancy through to returning to work, we offer appropriate support at every stage, helping employees comfortably balance work and parenting.

Family Meeting Sheet to Support Parental Leave

In March 2024, we developed the Family Meeting Sheet to encourage employees raising children under the age of three to take parental leave. Its primary purpose is to help partners reflect on the purpose of taking leave, reassess roles in parenting and household duties, and establish a shared understanding by writing down their plans in advance.

It also encourages sharing personal thoughts and wishes with one's partner and allows for proactive consideration of support from third parties or external services for difficult or unfamiliar tasks.

Key Childcare-Related Systems and Initiatives



Self-Care Leave:
This leave system can be used by employees of any gender for fertility treatment and gender-affirming surgeries or hormone therapy.

Work-Life Balance

Promoting Paternity Leave

ISF NET has set a goal of achieving 100% paternity leave utilization by 2025, as part of our efforts to create a work environment where all employees can thrive long-term. In addition to supporting female employees, we are actively working to make it easier for male employees to take parental leave.

To this end, we conduct in-depth interviews with employees to ease any concerns they may have before taking leave. We also introduced a system allowing the first five days of parental leave to be taken as paid childcare leave, making it more flexible and accessible.

We run a dedicated FAQ site for new mothers and fathers to seek advice about parenting, and we regularly share childcare-related information through internal communications.

As a result of these initiatives, the paternity leave utilization rate rose from 8.7% in 2019 to over 90% in 2024. We are further promoting paternity leave through interviews with employees who have taken leave and through training programs.

Balancing Fertility Treatment and Work

We have issued a corporate message on the importance of supporting employees balancing fertility treatment and work, and appointed a dedicated representative for this purpose. The support representative provides consultation while respecting employees' privacy.

Message on Balancing Fertility Treatment and Work

In recent years, the number of couples undergoing fertility treatment has increased, and more people are attempting to balance treatment with their careers. At ISF NET, we are aware of the growing demand for support in this area, as seen through applications for self-care leave, direct inquiries, and our work-life balance survey.

We have long been committed to enhancing leave systems for childcare and family care, as well as fostering a work environment that supports diverse employee needs. As part of this, we are sharing this CEO message about our commitment to supporting fertility treatment and work-life balance, and we are further enhancing systems to ensure they are easy to use.

We also understand that many employees wish to keep their fertility treatment private. We ask all employees to respect the privacy of those undergoing treatment. Additionally, we urge everyone to ensure that no harassment occurs related to fertility treatment. If a colleague or subordinate has been open about their treatment, we ask you to be respectful and supportive.

Work-Life Balance

Caregiving

ISF NET is committed to maximizing employees' LCP (Lifelong Career Potential) by ensuring that careers are not interrupted due to childcare, caregiving responsibilities, or disabilities. With the advancing aging population in Japan, the need to balance work and caregiving is growing. In response, we are working to review and enhance our caregiving support systems.

Starting in April 2024, we conducted a Work-Caregiving Balance Survey targeting all employees to understand their caregiving needs and concerns. We received responses from 1,064 employees. The results showed that while over 83% of respondents had no caregiving experience, more than 88% of those who are involved in caregiving or expect to be in the future expressed concerns about it.

To help alleviate these concerns, we hosted talks given by employees with caregiving experience. By sharing their knowledge and personal stories, these employees help others deepen their understanding of caregiving and prepare for balancing it with work. We also aim to foster a supportive workplace environment where not only the individual caregiver but also their supervisors and colleagues understand how to provide effective support.

Tomonin

To help prevent employees from having to resign due to caregiving responsibilities, ISF NET has earned the Tomonin certification from the Ministry of Health, Labour and Welfare, which recognizes companies that support a balance between work and caregiving.

Caregiving Initiatives

- Remote Work Away from Home
  A system that allows employees to work remotely from the residence of the person receiving care.
- Shortened Work Hours for Caregiving
- Limitations on Night Shifts and Overtime
- Caregiving Leave
- Caregiving Time Off
- Promotion of Caregiving Consultation Services and Sharing of Feedback from Program Users

EMD Initiative

As part of our support for Diver-In Employment, we have a unique initiative called EMD, which stands for EMployment Doctor.

The purpose of EMD is to discuss and determine company-wide accommodations and support strategies for employees who face challenges in the workplace, ensuring they can work with peace of mind. Even if an employee experiences trouble or difficulty at a client site, if the root cause lies in their individuality, it is a matter of accommodation, not discipline. For this reason, ISF NET involves occupational medicine physicians in the discussion, receiving expert advice on appropriate support measures.

■ Support Outcomes

	2021	2022	2023	2024
New Participants	10	17	21	13
Total Annual Support Recipients	26	30	44	41
Number of Improvements After Support	11	8	13	4
Improvement Rate After Support	42%	27%	29.5%	9.8%
Diagnosis/Disability Certificate Acquisition Rate	38%	23%	48%	17.1%

Figures are calculated based on the following criteria :
- Employees who worked for six months without any complaints or incidents
- Employees who worked for six months without showing any symptoms

※ Figures are calculated based on the year of improvement.

EMD System

Effects of the EMD Initiative

1. Clarifies the considerations and support provided by the company, helping create an environment where others can easily provide support
2. Helps employees understand the root causes of their challenges, making it easier to reflect on and engage with themselves
3. Enables continuous employment without giving up career progression
4. Facilitates smooth transitions or cooperation with group companies (welfare-related business units)
5. Reduces complaints from client companies and deepens understanding and consideration for employees

The EMD Conference clarifies the underlying causes for recurring issues faced by employees. This helps not only the individuals themselves but also those around them understand how to provide appropriate support and tailor work and assistance to each person. Participation in the conference is limited to those directly involved with the employee, and strict confidentiality is maintained.

One of ISF NET's strengths is the robust support structure built through cross-departmental collaboration. In the EMD Conference, we achieve integrated cooperation between external physicians, group companies, and various internal departments.

Benefits of the EMD Initiative

1. Clarifies issues which are not actually discipline issues, relieving anxiety and enabling employees to work with peace of mind
2. Deepens understanding of individual differences among client company staff, enabling continued work in a considerate environment
3. Provides support in obtaining a disability certificate, allowing employees to consult with professionals rather than struggle alone
4. Eases emotional burdens through working alongside colleagues who welcome diversity

At ISF NET, we are committed to creating and offering a safe and supportive work environment for individuals who face difficulties in employment for various reasons. We foster a culture where Diver-In Employment is the norm. EMD is an essential part in realizing this vision. We believe that everyone is different — and that's normal — and we will continue to support a future where these differences can become strengths.

Diver-In Week

Diver-In Week, which launched in 2022, was held for the third time this year. The event is scheduled to coincide with Human Rights Week, as designated by the Ministry of Justice and the National Federation of Human Rights Volunteers. In 2024, it took place over five days from December 2 to December 6.

ISF NET promotes Diver-In Employment, and we believe employee understanding is essential. While we regularly conduct in-house training, during the event period we shared content designed to engage employees and provide opportunities to think about diversity.

This year's theme was “Let’s connect! Anyone can be an ally!”, and the Diver-In Employment Committee took the lead in planning and managing the event. YouTuber Kanata Kimoto was invited to speak, participating in interviews and a YouTube Live broadcast based on his personal experiences.

Other highlights included a lecture on caregiving, a cross-cultural exchange session, and a range of streaming content such as videos introducing LGBTQIA topics, sign language, and “I-Meshi,” which featured employees introducing dishes from their home countries. These initiatives helped create a vibrant and engaging event.

↑Content delivered via a dedicated website

↓Photo of the day

DEI Training

At ISF NET, DEI training is not outsourced to external instructors — instead, executive employees serve as trainers themselves. By having executives with knowledge and experience related to DEI, as well as employees with lived experience, lead the training, we enhance the credibility of the program and strengthen our organizational culture.

Furthermore, when leaders take the initiative as instructors, it highlights the importance of DEI, promoting employee growth and mutual understanding. The introduction of DEI training is part of our reskilling efforts, aimed at building a more inclusive workplace culture.

Examples of Training Topics

- Promoting DEI at ISF NET
- LGBTQIA Awareness Training
- Talks by Male Employees Who Took Parental Leave
- Multiculturalism
- Training on ISF NET's Disability Employment
- Training on Internal and External Nursing Care Systems

DEI Trainers

The individuals conducting DEI training not only teach internally but also give lectures outside the company, utilizing their expertise in a broader context.

Rie Motomura
Chief Diversity & Inclusion Officer
ISF NET, INC.

Rie Motomura has spoken at numerous events on topics such as support for balancing work and family life, women's career development and active engagement, and creating a diverse workplace environment. In 2024, she spoke about ISF NET's initiatives with Diver-In Employment, women's active engagement, and paternity leave at the "Men and Women Iki-iki Forum" hosted by Osaka Prefectural Government. Other award-winning companies also presented at the event, and participants commented that it was a valuable opportunity not only to share their own efforts but also to learn from others.

■ Presentations in 2024:
Spoke at the "Men and Women Iki-iki Forum" and conducted internal seminars on women's empowerment, Diver-In employment, and DEI.

DEI Promotion and LGBTQIA Awareness Seminar

Yosuke Kuniyoshi
General Manager, Engineering Development Division
ISF NET, INC.

As a member of the LGBTQIA community, Yosuke Kuniyoshi shares practical strategies and approaches that companies can take to build more inclusive and equitable environments, alongside his personal experiences in the workplace.

Seminar on Disability Employment and Quota Challenges

Nobue Narukawa
Manager, Strategic Human Resource Consulting Department
ISF NET, INC.

As a female manager using the short-time work system, Nobue Narukawa speaks on women's empowerment using a tandem work approach and addresses challenges in enabling women in management roles under shortened work hours.

Seminar on Disability Employment and Quota Challenges

Yoshiki Nishikawa
General Manager, Consulting Division
ISF NET Joy, INC.

Since completing the certification course for Working Life Counselors for Persons with Disabilities, Yoshiki Nishikawa has applied his expertise to provide consulting services to companies on employing persons with disabilities. He also speaks at special needs schools and at events.

Seminar on Retention for Employees with Disabilities

Yukako Yokota
Manager, Sales Division
ISF NET Joy, INC.

With 17.5 years of experience in elder care and consultation at a social welfare corporation, followed by 10 years in employment and retention support for people with disabilities, Yukako Yokota draws on her expertise to give seminars on retention for employees with disabilities.

Initiatives for the Next Generation

ISF NET also partners with universities to give lectures related to DEI. In 2024, CEO Watanabe and other ISF NET employees delivered talks at the following educational institutions. Topics included considerations for people with disabilities, such as through the Diver-In Employment program, and creating a workplace environment where LGBTQIA individuals can thrive.

- Keio University, Graduate School of Business Administration
- Daito Bunka University, Department of Business Administration
- Saga University, Special Support Education School
- Nagoya Gakuin University, Faculty of Contemporary Social Studies

Internal Consultation Channels

As part of promoting DEI, having accessible consultation channels for employees is essential. ISF NET has established a range of consultation windows tailored to different needs. In total, there are 16 consultation channels, including those for direct contact with the CEO, internal reporting, and career paths. Of these, eight are specifically related to DEI. We aim to create a workplace where employees feel safe and supported by ensuring they have places to turn to — even for the smallest concerns — so they don't have to carry the burden alone.

Note: Consultations are handled by staff certified in counseling or coaching, who provide attentive and empathetic support tailored to each individual.

- LGBTQIA Support
- Foreign Employee Support
- Women's Council (Women-Only Support)
- Work-Life Balance Support
- Nursing Care Support
- Mental Health Support
- General Concerns
- Moya-Moya Support! (For when you're unsure which channel to contact)

D&I Survey Results

We have released the results of our Diversity & Inclusion (D&I) survey conducted in 2024, which targeted 1,119 employees.

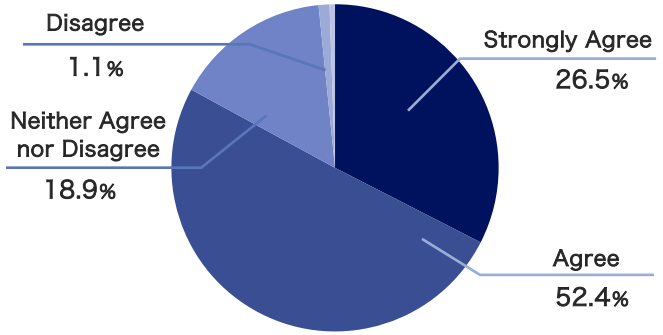
Purpose of the Survey

At ISF NET, we are committed to creating and providing a workplace where everyone can work with peace of mind. Through this, we aim to help as many people as possible discover the joy of working and a sense of purpose in life. This survey was conducted to visualize data on inclusion, equity, sense of belonging, and psychological safety within the company. By identifying the current state and issues within our organization, our goal is to create an environment where even more people can work comfortably and with confidence.

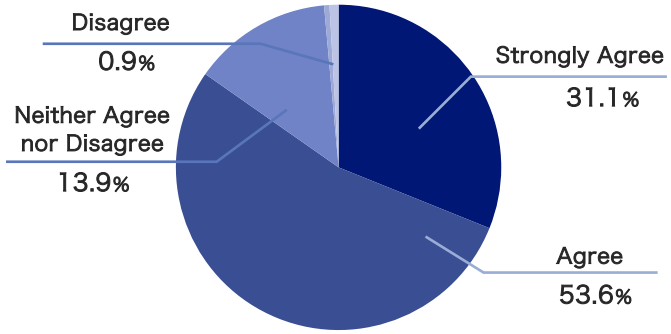
▶ Survey Results

In response to the question about diversity among company members (top right), 82.9% of employees answered “Strongly Agree” or “Agree.” Additionally, 84.7% responded “Strongly agree” or “Agree” to the question about the company’s efforts toward diversity (bottom right). Compared to last year, these numbers show an approximate 7% increase in the number of employees who recognize and feel the effects of the company’s diversity efforts — indicating increased awareness and understanding.

Q The company is diverse in terms of gender, sexuality, race, language, cultural background, disability, age, etc.



Q The company is committed to diversity.

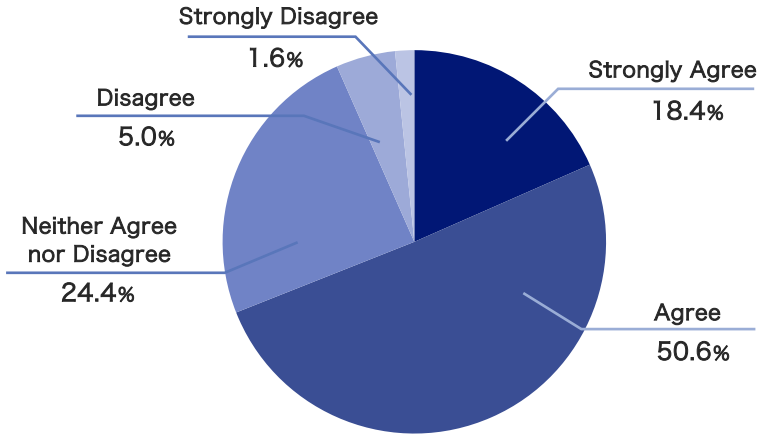


Promoting DEI

Regarding the following question about the workplace environment, 69% of employees answered that they feel the necessary support is in place to work with peace of mind. This represents a 6% increase from the previous year, but the results also indicate that further improvement is still needed.

Although we have implemented support systems such as assistance for employees raising children, work-life balance initiatives, and various consultation services, there is an ongoing challenge in that engineers stationed at client sites often have limited access to company information. Expanding awareness and understanding of these systems to all employees will be a key issue moving forward.

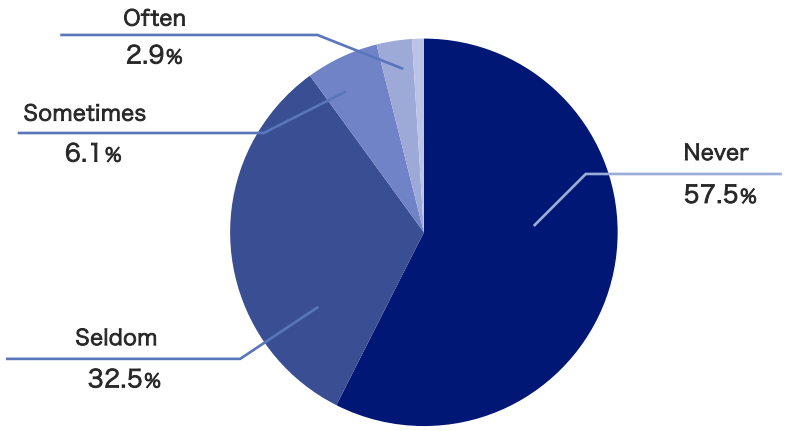
Q There is sufficient support in the workplace for me to work with peace of mind.



Regarding the statement, “I have felt discriminated against or prejudiced in the workplace,” 90% of employees responded “Not at all” or “Not particularly.”

While this is a relatively high percentage, our company upholds the principle of the Seven Zeros, and therefore we are committed to reducing the number of employees who responded that they felt discrimination or prejudice to Zero. Relevant departments will continue working together to drive improvements.

Q I have experienced discrimination or prejudice at work.



Based on the results of this survey, we will continue to promote D&I initiatives and strive to create a workplace where everyone can work with peace of mind.

Social Contribution

ISF NET conducts social contribution activities, including welfare services through its group companies, as well as initiatives that take into account the global environment, volunteerism, and donations — all in alignment with ISF NET GROUP's policies. Many companies are advancing efforts toward achieving the Sustainable Development Goals (SDGs). This section introduces the initiatives undertaken by ISF NET.

Care for the Environment

In response to the worsening of various environmental issues in recent years, ISF NET is working to reduce greenhouse gas emissions by promoting energy conservation.

Paperless Initiatives

ISF NET has steadily promoted going paperless in consideration of the environment and for cost reduction. This initiative accelerated in 2020 as part of measures to prevent the spread of COVID-19. Although the company continues to pursue paperless operations, the number of office paper sheets purchased in 2024 was 225,500, an increase from 175,300 in 2023. This increase is attributed to the lifting of the COVID-19 state of emergency, which led to more employees returning to the office.

Key Initiatives:

- Use of electronic contract systems (CloudSign)
- Digitalization of estimates and invoices
- Digital employment contracts

■ Office Paper Purchase Trends

	2021	2022	2023	2024
Office Paper Sheets Purchased	328,000	249,000	175,300	225,500

■ Environmental Impact Data

The following data represents the input of energy and resources related to business activities in the office supplies sector, and the output of environmental impact substances. All figures reflect actual results for fiscal year 2024.

Item	Unit	FY2024	Remarks
Scope1 GHG emissions	tons CO2e	0	Direct greenhouse gas emissions from company-owned sources
Scope2 GHG emissions		108.18	Indirect emissions from the use of electricity supplied by other firms
Scope3 GHG emissions		803.50	Emissions from activities related to the company but from other firms
- Scope 3 (upstream)		803.50	Commuting, business travel, etc.
- Scope 3 (downstream)		0	Product use and disposal, etc.
Total		911.68	

※ Calculated based on the Ministry of the Environment's Green Value Chain Platform.
※ This calculation focuses on electricity usage, commuting, and business travel data.

Social Contribution

Cool Biz Initiative

At ISF NET GROUP, air conditioning settings and business casual dress codes in accordance with the Cool Biz campaign are implemented across offices and facilities. Visitors to ISF NET are also encouraged to dress comfortably according to the weather.

Cool Biz Period	May 1, 2024 – October 31, 2024
Scope	All ISF NET GROUP offices and facilities
Details	Air conditioning set to maintain office temperatures at 28℃ May 1–31 and October 1–31: Default setting to fan mode June 1–September 30: Default setting to cooling at 28℃ Business casual attire will continue during the Cool Biz period (jackets not required)

Climate Change: Risks and Areas of Improvement

ISF NET analyzes both the risks and areas of improvements posed by climate change and implements countermeasures accordingly. By prioritizing based on the frequency and magnitude of impact, the company is advancing initiatives toward the realization of a sustainable society.

Key Risks

Physical

Business continuity may be affected if company facilities or equipment are damaged by weather-related disasters.

Other

A lack of proactive climate action may lead to reputational damage and difficulty in securing funding.

Key Areas of Improvement

Resource Efficiency

Increased demand for efficient energy use and IT solutions that support energy conservation

Products and Services

Growing demand for services that help reduce greenhouse gas emissions

Volunteer Activities

Our volunteer activities span a wide range of areas, including disaster relief, welfare support, and environmental protection. Engaging in these efforts is an important way to stay connected with society and contribute to the improvement of regional communities.

In 2024, ISF NET GROUP participated in various volunteer initiatives across these different areas. We also continued joint volunteer activities in collaboration with other companies. Below is an overview of our efforts.

Examples of My-Volunteer Activities

- Neighborhood cleanups
- Blood donation
- Hair donation
- Language education
- Local event support
- Tree planting
- Donor registration, etc.

▲ The logo was renewed in 2024

I-Volunteer and MY-Volunteer

I-Volunteer has been a part of ISF NET GROUP since its founding. This initiative was held monthly throughout 2024. Activities included office clean-up efforts conducted before the start of the workday. In 2024, 85 sessions were held at the head office alone, with a total of 835 participants nationwide.

In addition, many individuals also engaged in My-Volunteer — volunteer work carried out on a personal basis rather than through the company. A total of 69 such activities were recorded, with employees contributing to their communities through participation in various local events and initiatives.

Participation in World Cleanup Day

World Cleanup Day, a global environmental initiative that began as a grassroots movement in Estonia and now involves 90% of UN member countries, was another key activity. In 2024, ISF NET GROUP once again partnered with the Pasona Group to carry out a coastal cleanup in Numazu City, Shizuoka Prefecture.

Contribution to Regional Communities

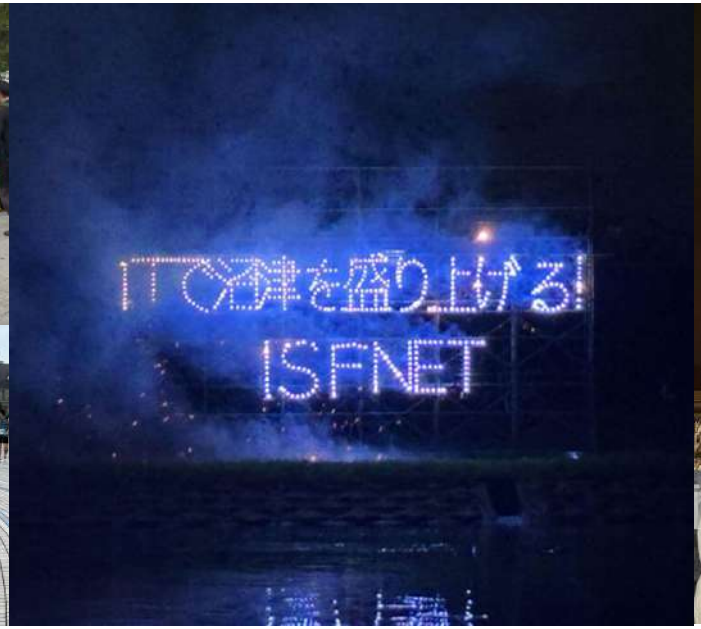
NIPPON IT Charity EKIDEN

ISF NET COO Seiki Motomura served as Deputy Executive Committee Chair of the NIPPON IT Charity Ekiden, which the company also supported again this year. The 13th edition of the event was held on November 10, 2024, drawing over 5,000 attendees.

A total of 17 employees from ISF NET GROUP companies took part on the day, as runners or volunteer staff.

Sponsorship of the 77th Numazu Summer Festival and Kano River Fireworks Display

On July 27, 2024, we sponsored two major firework segments — Super Wide Star Mine and Wide Star Mine — at the 77th Numazu Summer Festival and Kano River Fireworks Display. During the mid-show display, the night sky over Numazu lit up with our company name, ISF NET, and the message: “Energizing Numazu with IT!”



Compliance Framework

ISF NET GROUP promotes various compliance enhancement activities with the aim of establishing and advancing a legal compliance system to ensure appropriate and sound corporate operations based on our corporate philosophy, while adhering to social ethics, laws and regulations, and internal policies.

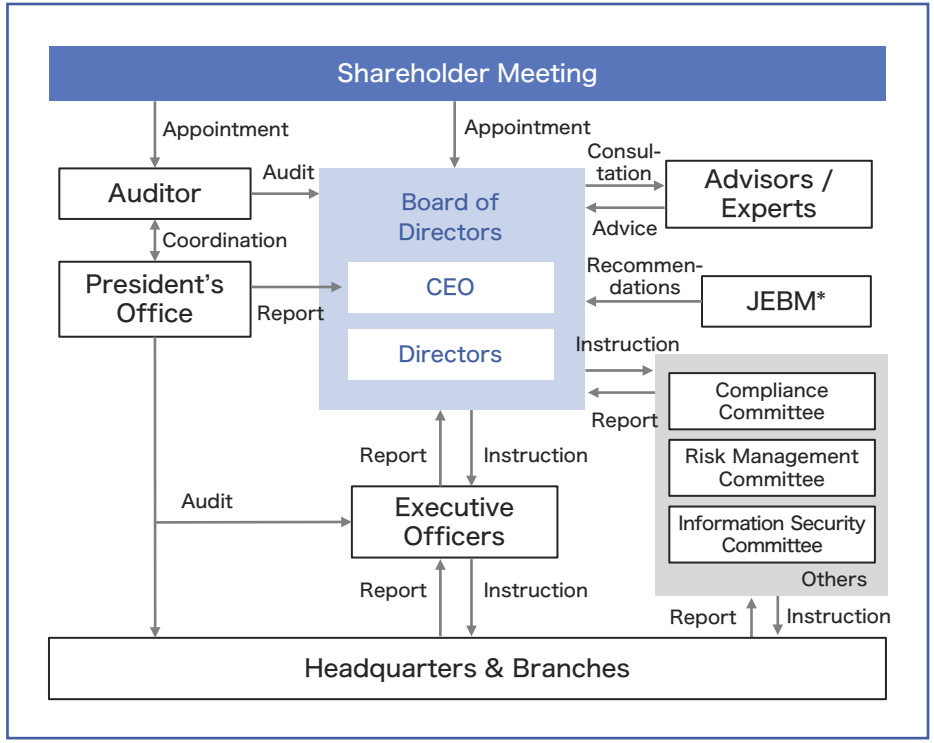
To ensure transparency in management and promote corporate activities based on efficiency and fairness in order to continuously enhance corporate value, we have established the following entities: President's Office, aimed at strengthening internal control functions; Compliance Committee, focused on ensuring thorough legal compliance and enhancing proper risk management; Rewards and Disciplinary Committee, ensures fairness in commendation or disciplinary action based on a strict merit-based principle; Information Security Committee, dedicated to promoting enhanced information security.

In addition, for activities conducted by group companies, we provide guidance to ensure smooth operations and strengthened management through periodic business reporting, prior consultation on important matters, and other actions based on internal regulations. This helps maintain proper and appropriate relationships among group companies.

Internal Control

The President's Office, which operates under the direct supervision of the CEO, conducts regular audits on departmental operations and compliance status. Evaluation results are reported to the CEO, and the progress of improvements to business processes is continuously monitored. This ensures not only compliance with relevant laws and regulations, but also the establishment and implementation of processes that provide reasonable assurance in achieving objectives such as operational effectiveness and efficiency, reliability of financial reporting, and safeguarding of assets.

Governance Structure System



*JEBM (Junior Executive Board Member)
A system in which young employees participate in board meetings and directly make proposals regarding governance and management issues.

Establishment of ISF NET GROUP Human Rights Policy and Anti-Bribery & Corruption Guidelines

ISF NET GROUP has established the ISF NET GROUP Human Rights Policy, supporting the protection of internationally declared human rights and prohibiting all forms of discrimination in employment and occupation.

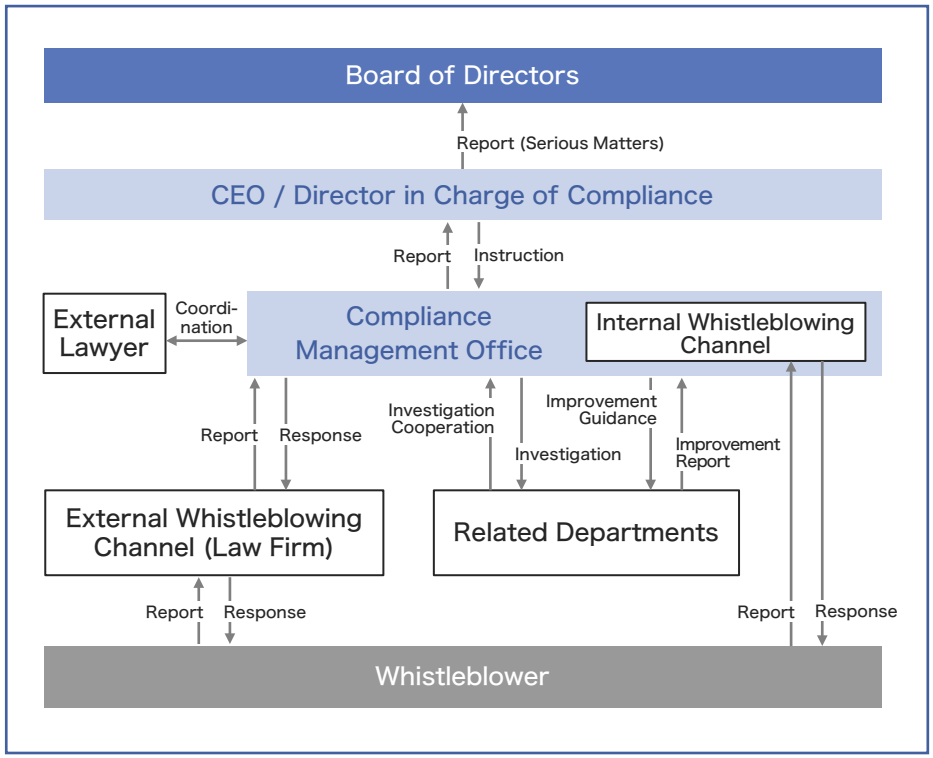
Additionally, the Group has outlined its fundamental stance on anti-bribery and anti-corruption in the ISF NET GROUP Anti-Bribery and Corruption Guidelines.

Internal Whistleblowing System

As part of our risk management and internal improvement activities aimed at ensuring fair and sound corporate operations as well as employee safety and security, we have established an internal whistleblowing channel. We have also developed internal regulations in accordance with the Whistleblower Protection Act.

This channel allows employees to report compliance violations such as misconduct, harassment, and human rights violations. Whistleblowers are appropriately protected under the Whistleblower Protection Act and internal rules, with any form of disadvantageous treatment or retaliation strictly prohibited. A top-down approach is taken to address and resolve reported issues.

Additionally, an external whistleblowing channel has been established in partnership with an outside law firm.



External Whistleblowing System

As part of our compliance promotion efforts, we have set up a reporting channel for external parties such as our business partners. This channel enables the early detection and response to compliance violations — including bribery, corruption, and human rights violations — or signs thereof.

Compliance Guidance

All employees of ISF NET GROUP are to follow the Group's management philosophy and principles, always striving to behave accordingly and uphold the company’s commitment to ethics.

Controls are in place to ensure that directives and orders from the CEO are properly implemented, and necessary information is appropriately communicated to employees. We have built mechanisms to ensure accurate communication within and outside the organization, and among stakeholders, and continue to actively disseminate our Group philosophy. Guidance is continuously reinforced to ensure all employees act and make decisions based on a strong sense of ethics.

ISF NET GROUP Human Rights Policy

1. Purpose

ISF NET GROUP supports and respects internationally recognized human rights and prohibits all forms of discrimination in employment. In particular, based on our principles of Diver-In Employment and inclusion for people of all nationalities and ethnicities, we strive to create belonging and joy for all individuals connected to ISF NET GROUP.

2. Scope

This policy applies to all officers and employees of ISF NET GROUP. The Group provides education on its mission, principles, and philosophy to all officers and employees and strictly prohibits all forms of discrimination in employment.

Additionally, we ask our business partners and suppliers to respect human rights, and when incidents of suspected human rights violations are identified, we will pursue corrective actions.

3. References, International Frameworks, and Compliance

- Universal Declaration of Human Rights
- UN Guiding Principles on Business and Human Rights
- UN Protect, Respect and Remedy Framework
- OECD Guidelines for Multinational Enterprises

4. To Our Stakeholders

ISF NET GROUP considers contributing to global society as part of its core philosophy, and continues to contribute to a diverse society together with our stakeholders. We ask for understanding with regards to our human rights initiatives and the principles outlined in this policy.

We will also take action against stakeholders suspected of involvement in human rights violations.

5. Improvement Actions and Human Rights Due Diligence

ISF NET GROUP has established various consultation channels. If any officer or employee discovers a suspected human rights violation, they are able to promptly report it through the appropriate channel.

We also have a system to consult with external experts and legal professionals. Through these mechanisms, we assess and evaluate the potential impact of our business activities on human rights.

When a potential human rights issue is identified, we will take appropriate corrective action. The effectiveness of these actions will be tracked and verified, and the results will be disclosed.

6. Communication, Dialogue, and Consultation

If there are concerns about potential human rights violations involving stakeholders, ISF NET GROUP will engage in thorough dialogue and consultation to seek improvements and ensure the protection of human rights. We also regularly consult with trusted, independent experts.

7. Specific Human Rights Issues

(1) Prohibition of Discrimination

ISF NET GROUP does not tolerate any form of discrimination in employment or occupation based on race, skin color, gender, religion, political beliefs, national or social origin, or other status. (This is also stipulated in Article 1, Section 3 of our Code of Conduct.)

(2) Respect for Diversity

Based on our Diver-In Employment principles, ISF NET GROUP respects diversity in all its forms — including physical and mental disabilities, sexual orientation, gender identity, and more — and is committed to providing appropriate work environments. (This is also stated in Article 1, Section 2 of our Code of Conduct.)

We also do not impose equipment, facilities, work hours, work arrangements, or processes that are unsuitable for workers' physical or mental capabilities.

(3) Prohibition of Child Labor and Forced Labor

ISF NET GROUP prohibits child labor and forced labor. We promote safe working environments, ensure minimum wages, and encourage appropriate labor time management.

8. ISF NET GROUP Vision

ISF NET GROUP has formulated a set of 10 Visions with the goal of maximizing employee happiness and minimizing anxiety through our work. The first of these visions is the achievement of zero cases of:

1. Harassment
2. Bullying
3. Discrimination and prejudice
4. Overwork
5. Internal cliques
6. Unreasonable orders
7. Inequality

With these “Seven Zeros,” ISF NET GROUP aims to become a company with zero workplace relationship concerns and to eliminate human rights violations which can arise from these issues.

Cybersecurity Risk Response

To mitigate information security risks, we have established a Basic Information Security Policy. Based on this policy, we operate an Information Security Management System (ISMS). By implementing the PDCA (Plan-Do-Check-Act) cycle of the ISMS, we respond to daily issues through a company-wide effort.

Basic Information Security Policy

ISF NET GROUP (hereinafter referred to as “the Group”) considers it a social responsibility to maintain and ensure the quality of services provided to customers and to appropriately protect the information assets of both customers and the Group. Therefore, this policy is positioned as a core principle of corporate management. In line with fostering ethically minded individuals, defining service quality standards, providing high-quality high value-added services, and protecting the information assets of customers and the company, the Group ensures the confidentiality, integrity, and availability of these assets. All employees of the Group comply with this Basic Information Security Policy and strive for its maintenance and continuous improvement.

Education and Training

We conduct the following security training programs:

- New employee training
- Targeted email attack training
- Incident response training (hosted by the Security Lab)
- Regular online assessments (ISMS/PMS/QMS)

Vulnerability Response

We have implemented EDR (Endpoint Detection and Response) as a countermeasure against malware, and notifications are issued to ensure timely application of OS patches when they are released.

- Daily routine includes collecting vulnerability information and monitoring security events
- Regular patch application on servers
- Notification requests for patch application on business-use PCs

Security Framework

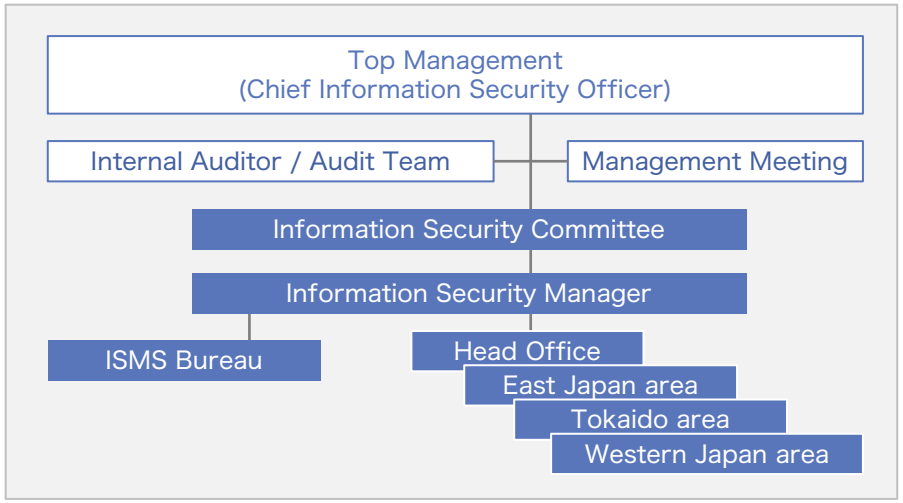
Based on the Basic Information Security Policy, we have established the Information Security Committee to review security standards and requirements, and evaluate implemented countermeasures. The Chief Information Security Officer manages the committee and oversees security initiatives.

Cybersecurity Risk Response

Emergency Response System

In the event of an information security incident, the head of the relevant department reports to the Information Security Committee. Depending on the severity of the incident, the committee establishes a “Response Task Force” and assembles members from relevant departments under the direction of the Task Force Leader. The task force investigates the cause, considers countermeasures, communicates them to related departments, and conducts training as necessary to prevent recurrence.

In the case of major damages that may hinder business continuity, such as those caused by disasters or security incidents (e.g., theft or loss of laptops, information leaks, or compliance violations), we will respond in accordance with our business continuity plan.



Cyberattacks are becoming increasingly sophisticated and complex, demanding more robust security measures from companies than ever before. It is essential to implement countermeasures against potential threats, enhance employees’ security literacy, and ensure readiness to respond promptly and appropriately to incidents. ISF NET will continue to strengthen its initiatives to meet these evolving standards.

Internal Committees

To address internal challenges and strengthen our management strategies, we have established various internal committees. These committees are periodically reorganized or formed in response to changing company needs, with a total of 22 committees active as of the end of December 2024.

Each committee works to resolve company-wide issues and realize our corporate vision. Since members come from multiple departments, these cross-functional teams promote interdepartmental collaboration.

In addition, appointing young employees as committee chairs provides valuable opportunities for leadership development and contributes to nurturing future talent.

Featured Activity

■ Disaster Preparedness Committee

In 2024, the Disaster Preparedness Committee reviewed emergency response procedures and created a new page on the internal website outlining actions to take in the event of an earthquake or similar disaster. With a significant number of disasters occurring throughout the year, risk management to ensure employee safety and protect business operations is a key focus. As a result, the committee has been revising the company's Business Continuity Plan (BCP) measures.

List of Committees

- Governance and Risk Management Committee
- Health and Safety Committee
- Compliance Committee
- Information Security Committee
- Quality Management Committee
- Information Disclosure Committee
- Human Resources System Committee
- DX Promotion Committee
- Disaster Preparedness Committee
- Women's Empowerment Promotion Committee
- Mission Committee
- YEC Committee
- Awards Committee
- Solutions Planning Committee
- Communication Enhancement Committee
- Knowledge Practical Community Committee
- Diver-In Committee
- Process Innovation Committee
- Evangelist Vision Committee
- DSP Committee
- Committee Operations Management Committee
- Customer Success Committee

Newly-Appointed CxOs

Yosuke Matsuda
Chief Strategy Officer
ISF NET, INC.

In 2024, I was appointed as the Chief Strategy Officer (CSO) to strengthen interdepartmental collaboration and promote strategic management.

Mission

For a company to grow and succeed, it is crucial to align the goals of the president and employees. As a bridge between them, my role is to translate the company's vision into actionable policies and ensure they reach every corner of the organization. By fostering two-way communication, I aim to ensure that voices from the field reach top management. When employees see that their opinions shape company policies, they better understand how they contribute to the organization and are more likely to take initiative.

Furthermore, when all employees fully comprehend the company's vision and philosophy, they can work as one towards achieving their goals. This not only differentiates us from other companies but also creates a safe and comfortable work environment, forming the foundation for sustainable corporate growth. Additionally, a system that allows employees' voices to be heard at the management level enables swift responses to workplace challenges and fosters an environment conducive to new ideas and innovations.

Value

As CSO, I aim to provide significant value both internally and externally. A well-integrated organization instills trust in customers and partners. ISF NET, rooted in ISC, DSP, and hospitality, ensures reliability, trust, and high-quality solutions for its clients. Internally, we develop numerous strategies to achieve our vision, and by working together as one team, we bring them to fruition.

Moreover, when every employee understands and maximizes the company's vision and strategy, our impact extends beyond solutions to contribute to social aspects such as sustainability and diversity. For instance, through Diver-In Employment, ISF NET promotes awareness and understanding of minority groups. This culture stems from our continuous efforts to find ways to overcome all forms of disabilities.

This vision remains steadfast even today. To adapt swiftly to evolving challenges while maintaining our core principles, we will continue integrating diverse management approaches and best practices from within and outside the organization to further solidify our corporate foundation.

Kei Ota

Chief Value Officer
ISF NET, INC.

In 2024, I was appointed as the Chief Value Officer (CVO) to maximize the value of our human capital. I am also actively involved in our group companies, ISF NET Joy and ISF NET Benefit, leading initiatives in the welfare sector.

Mission

The legally mandated employment rate for individuals with disabilities is set to increase incrementally — from 2.5% in April 2024 to 2.7% in July 2026. This trend highlights the need for both increased participation of disabled individuals in the workforce and the development of corporate infrastructure and understanding to support them.

As of 2024, 50.1% of companies have met the legal employment rate, marking an all-time high. However, the upcoming increase in requirements presents challenges, particularly in retention. Many companies struggle with a lack of understanding about disabilities, leading to inappropriate accommodations and difficulties in retaining employees. Additionally, individuals with disabilities and their families often face concerns regarding job responsibilities and wages.

Since its founding, ISF NET has integrated IT and welfare into its business model. By leveraging our expertise, we will continue sharing solutions that inspire broader societal change. We believe that fostering a supportive work environment for individuals with disabilities will contribute to building a more inclusive and sustainable society.

Value

As mentioned earlier, ISF NET integrates IT and welfare across our group companies. Many jobs available to individuals with disabilities — such as document management, administrative support, and light labor in manufacturing — tend to have lower wages. However, with the right accommodations, many of these individuals can advance into more skilled roles. A key issue is the lack of corporate knowledge on how to provide these accommodations.

Increasing the number of individuals with disabilities who are motivated to work and helping them find fulfillment in their jobs is crucial to ensuring more companies meet the legal employment rate. Addressing these challenges will lead to significant social contributions.

We are committed to creating an environment where individuals with disabilities can achieve independence through work and actively contribute to society. Our goal is to build a mutually beneficial system that supports both employees and businesses alike.

Timeline

2024年

Jan.

- Established and revised company regulations
- Released “The Secret of ISF NET’s Great Work Environment” booklet
- Received AWS 200 APN Certification Distinction
- ISF NET Joy sponsored Tokushima NFT Exhibition
- Received award at Osaka Prefectural Government’s “Men and Women Iki-iki Forum”

Feb.

- Recognized as contributing company in revision of CompTIA Project+
- Certified for first time as Sports Yell Company 2024
- Received AWS 300 APN Certification Distinction
- Renewed I-Volunteer logo

Mar.

- Released collaboration interview video with Hachinohe Shuzo brewery
- Participated in initiatives for International Women’s Day
- Released message from CEO on gender equality
- Certified as 2024 Certified Health & Productivity Management Outstanding Organization
- Certified as first-round registrant under Sapporo SDGs Corporate Registration System
- Spoke at Osaka Prefectural Government’s “Men and Women Iki-iki Forum”

Apr.

- Held company entrance ceremony
- Launched consultation service for disabled employee retention
- Renewed certification as a Nagoya City Work-Life Balance Promotion Company
- Registered as a Tokyo “Kokorono Barrier-Free” Support Company
- Published ISF NET REPORT 2023

May

- Conducted joint volunteer activities with Pasona Group
- Held joint clean-up volunteer events, Joy Cleanup Day and Benefit Cleanup Day
- Sonomi Sakai places 6th in her event at the Kobe 2024 Para Athletics World Championships
- Launched the “Family Meeting Sheet”
- Held company entrance ceremony for graduates of Yeungjin University

Jun.

- Sponsored Nagoya Rainbow Pride 2024
- Spoke at Special Support Education School Attached to Saga University
- Lectured at Keio University Graduate School of Business Administration

Timeline

- Spoke at Nagoya Gakuin University Faculty of Contemporary Social Studies
- Certified by the Ministry of Health, Labour and Welfare as a Disability Employment Consulting Support Organization
- Spoke at Diversity EXPO 2024

Jul.

- Received commendation from Numazu City for contributions to municipal development
- Spoke at Morioka Chuo Rotary Club
- Lectured at Daito Bunka University Department of Business Administration
- Sponsored 77th Numazu Summer Festival and Kano River Fireworks Display

Aug.

- Exhibited at Disability Welfare Services Fair in Toyohashi City, Aichi Prefecture
- Donated scholarship money to Yeungjin University in South Korea
- First TV commercial broadcast in Shizuoka Prefecture
- Certified as support provider for IT Implementation Subsidy 2024
- Sponsored art exhibition in Numazu

Sep.

- Launched e-learning service for persons with disabilities
- Launched Alumni Line
- Launched training services for disability employment
- Spoke at regular JCSSA seminar
- Received LinuC50 Certification Badge at LinuC Award 2024
- Launched IT follow-up support services
- Conducted joint volunteer activities with Pasona Group

Oct.

- Launched MIERUSTEP service
- Held company entrance ceremony
- Held job offer ceremony
- Introduced presales engineer program
- Sonomi Sakai receives award as an outstanding athlete at international competition
- Participated in Hardening 2024 Convolution
- Received AWS 400 APN Certification Distinction
- Carried out workation project in collaboration with Nagasaki Prefecture
- Held Human Library event in collaboration with Nagoya Gakuin University
- Held event for ISF NET alumni in Tokyo
- Launched Retention Sales Team on trial basis

Timeline

Nov.

- Sponsored Kyushu Rainbow Pride 2024
- Sponsored 13th NIPPON IT Charity EKIDEN
- Held event for ISF NET alumni in Osaka
- Awarded Gold in PRIDE Index 2024
- Launched ISF NET Global Offshore Solutions
- Held Cleanup Day event

Dec.

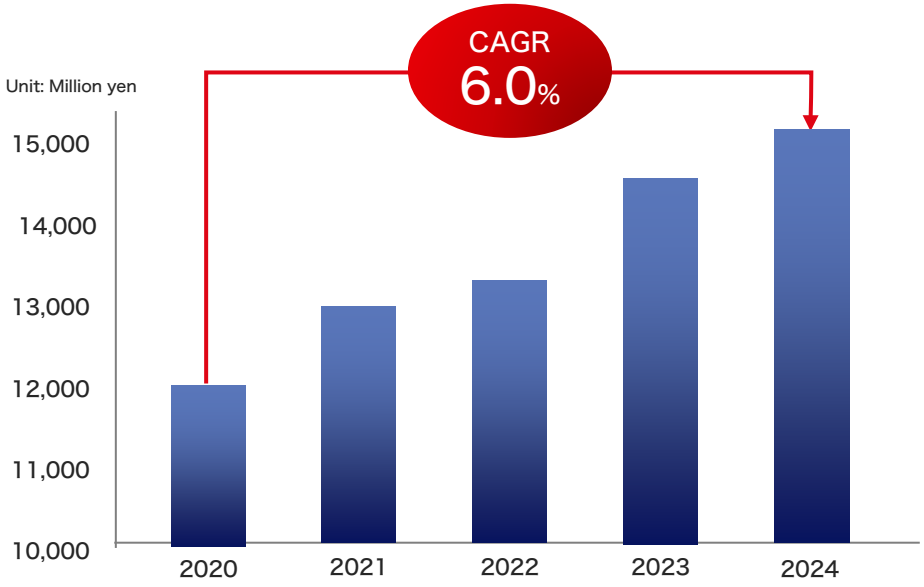
- Held 3rd annual Diver-In Week
- Launched Social Connect Growth Job service for persons with disabilities
- Launched new MIERUBASE course
- Recognized as D&I AWARD 2024 Best Workplace
- Received 3-star rating in Nikkei Smart Work Management Survey (Sustainability Category)

Financial and Non-Financial Data

Main Financial Data

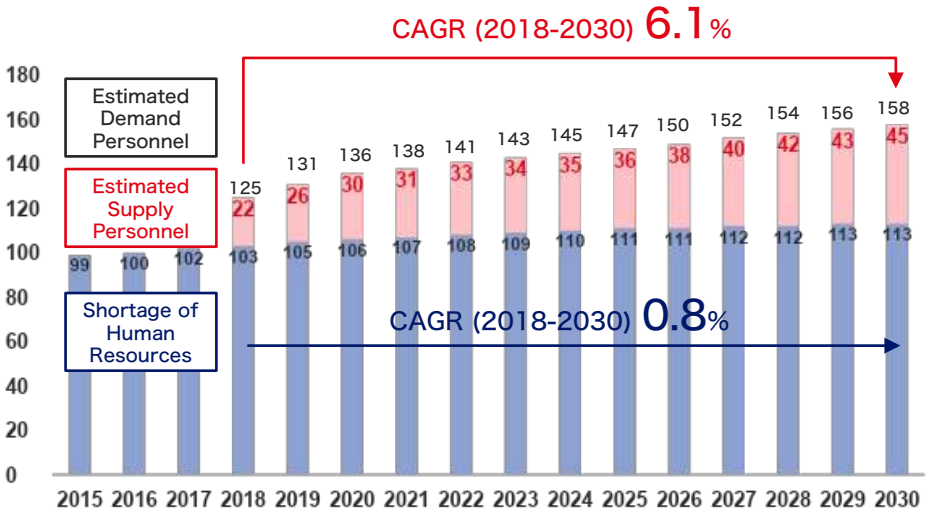
▶ Revenue

In FY2024, total revenue reached approximately 15.1 billion Japanese yen, mainly driven by services related to IT networks and cloud computing, resulting in an increase in sales.
The CAGR (Compound Annual Growth Rate) from FY2020 to FY2024 was 6.0%.



▶ Business Environment

The current shortage of IT personnel is estimated at 330,000, and this number is expected to increase to 450,000 by 2030, indicating a continued rise in demand.
Source: Ministry of Economy, Trade and Industry (METI), "Survey on Supply and Demand of IT Human Resources"



※in tens of thousands

Estimation method:
The "medium growth" scenario assumes annual demand growth of approximately 2% to 5%.

Main Non-Financial Data

■ Number of employees

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees	2,315	2,335	2,447	2,496	2,544
Male	1,669	1,696	1,779	1,840	1,881
Female	646	639	668	656	663

Gender Notation: The gender ratio is based on a binary classification (male/female) for the sake of convenience.
Figures reflect actual results as of the end of the fiscal year.

■ Employment

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of new recruits	136	61	74	75	82
Number of mid-career	214	181	304	293	298
Mid-career rate (%)	61.1	74.8	80.4	79.6	78.4

Only including regular employees

■ Diversity

		FY2020	FY2021	FY2022	FY2023	FY2024
Number of people with disabilities		58.5	59	59	74	79
Employment rate (%)		2.45	2.49	2.44	2.92	3.01
Number of female managers		28	39	47	66	86
Number of non-Japanese employees		198	178	214	251	286
Gender pay ratio	Regular employees	–	–	84.0	88.1	88.7
	Non-regular employees	–	–	74.5	69.9	49.9
	Total	–	–	83.8	88.0	88.6

The rate is calculated based on figures from ISF NET and ISF NET Joy, in accordance with the criteria defined in the Report on the Employment Status of Persons with Disabilities.

Financial and Non-Financial Data

■ Work-Life Balance

		FY2020	FY2021	FY2022	FY2023	FY2024
Average monthly overtime hours (hours/month)		7.0	7.1	7.3	7.1	7.0
Annual paid vacation acquisition rate (%)		68.19	74.77	79.20	81.14	86.9
Number of employees using short-time work system		39	24	45	40	38
Childcare leave	Number of users	46 (M:27, F:19)	36 (M:20, F:16)	42 (M:26, F:16)	47 (M:33, F:14)	44 (M:31, F:13)
	Acquisition rate (Female)	100.0	100	100	100	100
	Acquisition rate (Male)	79.4	90.9	74.3	84.6	91.2
	Return rate (Female)	92.0	93.0	86.7	94.4	91.7
	Return rate (Male)	100.0	100.0	100.0	100.0	100.0
Number of employees using fertility treatment balance support leave	Child nursing leave	58 (M:24, F:34)	37 (M:14, F:23)	78 (M:30, F:48)	110 (M:61, F:49)	121 (M:68, F:53)
	Child school events leave	62 (M:39, F:23)	63 (M:31, F:32)	77 (M:33, F:44)	110 (M:60, F:50)	129 (M:56, F:73)
	Self-care leave	5 (M:0, F:5)	3 (M:0, F:3)	7 (M:2, F:5)	7 (M:2, F:5)	5 (M:1, F:4)
Number of employees using maternity leave		21	14	15	16	23
Employee Satisfaction		73.1	70.6	75.6	75.5	75.5

- Percentage of Eligible Employees Taking Childcare Leave (Including those who took leave in the following year)
- Types of Leave Available in Half-Day Units:
  - Child nursing leave: Up to 5 paid days and 20 unpaid days annually
  - Children's School Events Leave: Up to 2 paid days annually, available for school events of children under 18
  - Self-Care Leave: One paid day per month available for fertility treatments, gender-affirming surgeries, or hormone therapy
- Percentage of Employees Who Responded "Satisfied" or "Somewhat Satisfied"

Company Information

Company name	ISF NET, INC.
Founded	January 12, 2000
Capital	100 million yen
President	CEO　Yukiyoshi Watanabe
Directors	COO　Seiki Motomura CCO　Kazuma Hiraiwa
Numbers of Employees	2,589 / Group Total: 2,720 (As of April 1, 2025)
Corporate Auditor	Sakai Kenichiro
Advisor	Azumi Kanda (Tokyo Frontier Law Office) Yoshikazu Minato (Best Pilot CPTA Corporation) Kenichi Ando (Ando Social Security Worker Corporation) Yoshikazu Takada(Growth&Advisors Co., Ltd.) Kosei Ishibashi (I&I Partners) Nobuko Saito (NEUF DESIGN)

Business Activities

1. Design, construction, maintenance, and consulting services for information and communication systems
2. Development, import, and sales of computer-related software and hardware
3. Contracted operation, management, and maintenance of computer systems
4. Test design, execution, and consulting for computer-related software and hardware
5. Provision of verification information related to item 4
6. Leasing and management of facilities, equipment, and devices for hardware and software verification
7. Educational services related to computer operation and program development
8. Sales of recycled computer hardware and peripheral equipment
9. Consulting services related to business management and investment
10. Worker dispatch business head office based on the Worker Dispatching Act (Ha-13304931)
11. Fee-charging employment placement services (License No.: 13-Yu-010728)
12. Employment support and related services for persons with disabilities
13. Welfare services for persons with disabilities based on the Act on Comprehensive Support for Persons with Disabilities
14. All other businesses related to the above items

Company Information

Japan Locations

Tokyo Head Office：
Oak Akasaka Building 3F, 7-1-16, Akasaka, Minato-ku, Tokyo

Akasaka Satellite Office

Sapporo Branch

Morioka Coal Center

Sendai Branch

Utsunomiya Sales Office

Numazu Office

Shizuoka Branch

Hamamatsu Sales Office

Nagoya Branch

Osaka Branch

Hiroshima Branch

Fukuoka Branch

Saga Service Station

Okinawa Service Station

Overseas Locations

Korea

ISFnet Korea Co., Ltd：
GrimBauBuilding, 7th Floor, 211 Bongeunsa-ro, Gangnam-gu, Seoul South Korea

China

ISFnet Information Technology (DALIAN) CO.,LTD.：
b105A, 2# Building, No. 33, Software Garden Road, Ganjingzi District, Dalian City, Liaoning

Singapore

GLOBAL ISF PTE. LTD.：
20 Anson Road, #11-01 Twenty Anson, Singapore, 079912

Company Information

Group Companies

ISF NET Joy, INC.

ISF NET Joy

- Head Office
- Service Department
- Morioka Office
- Fukushima Office
- Iwakidaira Office
- Yoyogi Office
- Numazu Office
- Saga Office

General Incorporated Association ISF NET Benefit

ISF NET Benefit

- Aoyama Office
- Toyohashi Office
- Morioka Office
- Sendai Office

External Recognition

We have been recognized across a wide range of fields for our initiatives and corporate responsibility.

Glossary

ISC (ISF NET Standard Concept)

A framework designed to support the personal growth of employees and realize a company culture creating a workplace where everyone is somebody you want to work with. Personal growth is defined as the ability to think and act from the perspective of others (altruism). Even if an individual believes their actions are justified, if the majority of coworkers consider those actions unacceptable, they should stop. Determinations on acceptable behavior like this are made collectively.

DSP (Design Story Project)

A code of conduct introduced in 2022. This project was established to shape a corporate culture that evolves alongside a constantly changing society, rooted in ISF NET's corporate philosophy and values. The project began in 2021, led primarily by younger employees, and officially launched six behavioral guidelines in 2022.

Diver-In Employment

An initiative to create and provide a safe and supportive working environment for those who face barriers to employment for various reasons. "Diver-In" is a term combining Diversity and Inclusion, with the goal of helping all people experience the joy of working and find meaning in life through diverse employment opportunities.

LCP (Lifelong Career Potential)

ISF NET strives to create an environment where employees can thrive over the long term and maximize their potential throughout their careers.

Alumni

Refers to former employees or graduates. Many overseas companies have formal alumni programs to facilitate rehiring. In 2024, ISF NET strengthened its alumni network under the theme of "connection," aiming to create new opportunities for rehiring and collaboration.

10 Visions

A statement of corporate direction and mission, created by aligning management's vision with employee feedback. These visions represent goals that energize employees and outline what the company aspires to achieve together.

Glossary

10 Elements of a Utopia for IT Infrastructure Engineers

Ten focus areas aimed at creating an environment where every engineer can thrive, by identifying improvements and implementing initiatives.

1. Compensation
2. Attractive Career Paths
3. Flexible Work Styles
4. Growth
5. ISC/DSP
6. LCP
7. Diver-In
8. Business Stability
9. Global
10. Challenge

Presales Engineer

An engineer who listens to customer needs and challenges, and proposes optimal solutions. ISF NET is proactively developing presales engineers to meet the increasing market demand.

Reskilling

Given the fast-changing IT industry, continuous learning is essential to avoid falling behind. As a company dedicated to developing talent, ISF NET provides an environment where engineers can revisit and update their skills.

Skill Sharing

An initiative where engineers can rapidly improve their skills by working alongside highly skilled engineers and learning directly from them. To support this, ISF NET is strengthening employment of senior talent and freelancers.

DEI (Diversity, Equity, Inclusion)

A globally recognized concept that values and maximizes individual differences to create greater corporate value.

LGBTQIA

An acronym representing Lesbian (L), Gay (G), Bisexual (B), Transgender (T), Queer/Questioning (Q), Intersex (I), and Asexual (A), encompassing a diverse range of sexual orientations and gender identities.

I-Link Agent

A job placement service launched to connect IT infrastructure engineers with corporate hiring needs. ISF NET supports career changes for engineers within its alumni network as well as those registered with I-Link Agent.

Ally

Individuals who understand and support the LGBTQ community.

Glossary

YEC (Young Executive Candidate)
ISF NET's program for cultivating future executives under the age of 35, launched in 2020.

Health Management
A strategic approach to employee health management from a business perspective. ISF NET prioritizes employee health and actively supports healthcare initiatives.

Seven Zeros
As part of the 10 Visions, the first goal is to completely eliminate seven workplace issues: harassment, bullying, discrimination/prejudice, overwork, internal cliques, unreasonable instructions, and inequality — aiming for zero occurrences of each.

Supported Employment Facilities for Persons with Disabilities
A service providing end-to-end support for companies seeking to employ people with disabilities — from candidate introduction to post-employment support. This enables companies not only to meet legal employment quotas but also to engage in CSR activities through job creation.

EMD (EMployment Doctor)
An initiative to create and provide a safe and supportive working environment for individuals who face difficulties in employment — another expression of ISF NET's Diver-In approach to enable everyone to find joy and meaning in work.

I-Volunteer
Volunteer activities conducted by motivated ISF NET employees. A play on words with "I" from "ISF NET" and "ai" which means "love" in Japanese — volunteering with love.

JEBM (Junior Executive Board Member)
Employees who have completed one year in the YEC (Young Executive Candidate) program are appointed as JEBMs from their second year onward.

ISMS (Information Security Management System)
A framework for managing information security within an organization, aimed at maintaining the confidentiality, integrity, and availability of information while managing risks.