Human Capital Management: Cultivating Strong Individuals and Organizations that Continue to Evolve

NEC's Human Capital Management

Under its vision for creating social value, "Empower Humanity—Delivering innovation and peace of mind," NEC is leveraging its unique strengths in both implementing AI throughout society (IT Services) and implementing comprehensive security technologies (Social Infrastructure) to contribute to the realization of a more sustainable world. The driving force behind this endeavor is, above all, its people. Human capital management is NEC's approach to building organizational capabilities in alignment with its management strategy and bringing this social value to life.

Building a Stronger Corporate Culture on the Human Capital Foundation Established Through Mid-term Management Plan 2025

Under Mid-term Management Plan 2025, NEC positioned the integrated evolution of its Purpose, strategy, and culture as a central pillar of transformation and laid the foundation for its human capital management initiatives, with job-specific human resource management at the core.

NEC's employee engagement score[1] improved from 25% in fiscal 2021 to 48% in fiscal 2026. This level significantly exceeds the average for Japanese companies and places NEC among the top tier of companies in Japan. This progress reflects a range of initiatives, including remuneration and promotion based on common job standards across the Company, a streamlined and flatter organizational structure, strengthened governance through the reorganization of subsidiaries, the "Client Zero"[2] approach, the evolution of data-driven management, and ongoing dialogue between management and employees.

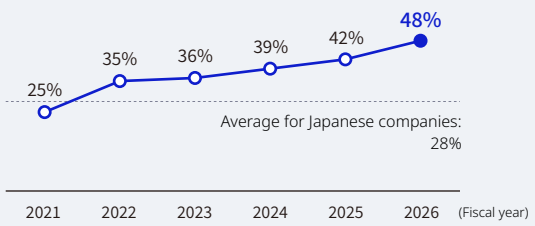
Building on this achievement, NEC is now entering its next phase: translating the initiative and ambition of each individual into business results. Through Mid-term Management Plan 2030, NEC aims to cultivate strong individuals and organizations that continue to evolve, where employees continually challenge themselves to transform and the organization rapidly creates value as one. A culture in which people can freely demonstrate their passion and ingenuity and learn from one another, underpinned by psychological safety and diversity, is the foundation of organizational strength. To realize such a culture, NEC will advance fair evaluation and promotion practices and market-competitive remuneration, ensure Company-wide policies and strategies take root throughout the organization, and strengthen the "Say" and "Strive" elements of the three-pronged employee engagement model. The Company has set its employee engagement target at the top quartile level globally.

1 Employee Engagement Score
An indicator based on an external survey representing the percentage of employees whose responses to questions relating to the Say, Stay, and Strive elements of engagement exceed a specified threshold.
Say: Speaks positively about the Company to others
Stay: Has a strong desire to stay with the Company
Strive: Puts in more effort than is normally required

2 Client Zero
An approach in which NEC serves as the first "client" for newly developed technologies and services, mastering them in-house before leveraging the resulting insights to deliver products and services to customers.

Foundation Established Under Mid-term Management Plan 2025

Engagement Score



Key Initiatives for People and Organizations Implemented Under Mid-term Management Plan 2025

- **Transformation of people and culture**
  Introduced job-based human resource management system and strengthened diversity
- **Organizational transformation**
  Expedited decision-making by consolidating and flattening the organization
- **The right people in the right place at the right time**
  Implemented fair evaluation and appointment based on job-based management and proactive recruitment of external human resources
- **Reskilling**
  Executed strategic investment in growth and learning opportunities and reallocation to growth areas

Vision Under Mid-term Management Plan 2030

Individuals and Organizations that Continue to Evolve

Fostering a corporate culture in which every employee embraces self-transformation and quickly contributes to organizational value creation (Shifting to a job-based talent and organizational model built on human-AI collaboration)

Engagement Score Target: Top Global Quartile

Transforming Our Talent Portfolio to Respond Flexibly to Changes in the Value Creation Model

Traditionally, IT services have been delivered through three separate business domains: consulting, systems implementation, and operations, with value often measured based on the accumulation of labor hours. Going forward, however, advancements in AI will increasingly automate midstream systems implementation activities, increasing the value of companies capable of delivering outcomes through an end-to-end approach spanning the initial concept stage, implementation, and operations. When these processes remain fragmented, the value envisioned during the planning stage can diminish during implementation and operations, and insights gained in the field are not fed back into the next phase of planning. This is why NEC is transforming its business model.

In the AI-native era, the value of IT services will increasingly be centered on upstream consulting and downstream operations. In response to this change, NEC will transform its business model from one in which the three domains operate as separate businesses to an end-to-end model, in which all three domains work together as an integrated whole to create customer value.

The human resources needed to support this transformation must also change. NEC will rapidly and flexibly shift its talent portfolio from a workforce concentrated in the systems implementation domain to one with greater depth in upstream planning and consulting and downstream operations and security. NEC has identified core AI talent, security professionals, and upstream consulting talent as priority areas. While streamlining the systems implementation domain through the use of AI, NEC will undertake a large-scale transformation of its workforce composition across the Group over the five-year period through fiscal 2031.

To accelerate this transformation, NEC and NEC Solution Innovators were integrated in October 2026. Through this integration, NEC will bring together the Group's IT engineering talent, domain knowledge, and implementation capabilities, accelerating the transition to the end-to-end model.

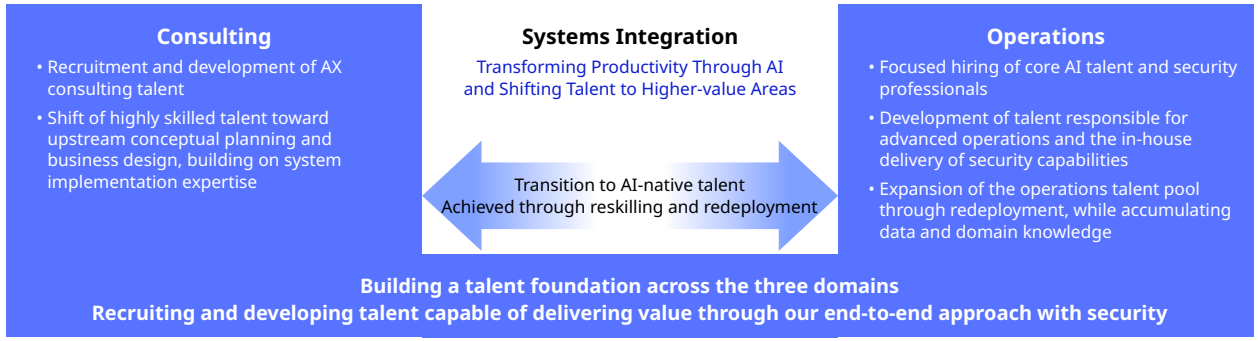
Accelerating the Development of AI-native Talent

In addition to its proprietary generative AI, cotomi, NEC is collaborating with multiple partners in the AI domain. Under the strategic collaboration with Anthropic launched in April 2026, NEC has rolled out the generative AI assistant Claude to approximately 30,000 NEC Group employees and is building one of Japan's largest AI-native engineering organizations. This collaboration reflects recognition of NEC's expertise in Japanese business practices and legacy systems, underscoring the importance of domain knowledge as a source of competitive advantage.

To become an AI-native company, we need talent capable of not only using AI but also redesigning customer value, business processes, and business models with AI at the core. NEC is advancing the transition from DX talent to AX talent and has begun defining their roles and promoting their development in each of our key domains.

In October 2026, NEC launched NEC Learning & Career, Ltd. to drive the creation of new value through collaboration between people and AI. The company will promote employee reskilling and provide integrated support for a so-called "Try & Learn" cycle, in which employees identify challenges, take on new initiatives, learn from the results, and apply those learnings to their next career opportunities.

IT Services: Talent Portfolio in the AI era



Developing Leaders Who Drive Transformation

To cultivate leaders capable of driving transformation, top management reviews successor candidates and their development plans through the Succession Committee, supporting a systematic approach to leadership succession and development. Through rotational assignments across market-facing businesses, corporate functions, overseas operations, and Group companies, future leaders develop a perspective focused on overall optimization. In addition, from the standpoint of diversity, which is essential to supporting global expansion, NEC appoints the most suitable talent to key positions regardless of nationality.

CHRO Message



Shiori Nagata

Corporate Executive Vice President and Chief Human Resources Officer (CHRO)

Having served as a management consultant, investment fund professional, president, chief strategy officer, and outside director, I have experienced management from a wide range of perspectives. Through these experiences, I have become firmly convinced that people are always at the heart of management. No matter how compelling a strategy may be, sustainable growth cannot be achieved without the capabilities, passion, and actions of each individual employee responsible for executing it. As the NEC Group enters its next stage of growth, we must continue evolving into a stronger organization of people capable of turning our growth strategy into reality. Our goal is to unlock the full potential of every individual, build teams that can deliver their best performance, and enable those teams to work together to create social value. As CHRO, I am committed to helping make this vision a reality.