

## Non-Financial Data Social

		Unit	2020/3	2021/3	2022/3	2023/3
<b>Number of consolidated employees*1</b>	Total	Persons	52,005	53,227	59,268	66,944
<b>By employment*2</b>	Number of employees	Persons	46,155	47,901	53,049	60,183
	Number of contingent employees (temporary and part-time employees)	Persons	5,850	5,326	6,219	6,761
<b>By SBU</b>	Staffing SBU	Persons	26,218	28,621	31,902	35,277
	Career SBU	Persons	4,759	4,291	4,554	5,553
	Professional Outsourcing SBU	Persons	11,929	11,138	11,788	12,574
	Solution SBU	Persons	460	611	844	1,043
	Asia Pacific SBU	Persons	6,851	6,358	7,536	9,277
	Holdings/directly managed companies	Persons	1,788	2,208	2,644	3,220
<b>By age group*3</b>	20s or younger	%	31	30	29	29
	30s	%	32	32	33	33
	40s	%	25	25	25	24
	50s	%	9	11	11	11
	60s or older	%	2	2	2	2
<b>Number of directors*3</b>	Total	Persons	10	9	9	9
	Male/Female	Persons	9/1	8/1	8/1	8/1
	Percentage of women	%	10	11	11	11
<b>Number of persons in managerial positions*3</b>	Total	Persons	2,210	2,509	2,404	2,824
	Male/Female	Persons	1,769/441	1,998/511	1,886/518	2,134/690
	Percentage of women	Persons	19	20	22	24
<b>Number of employees*3 *4</b>	Total	Persons	26,568	28,983	30,081	33,206
	Male/Female	Persons	14,789/11,779	15,741/13,242	16,405/13,676	17,984/15,222
	Percentage of women	%	46	47	45	46
<b>Status of employee engagement</b>	Engagement index*5	%	-	63	67	71
	Vision empathy index*3*6	%	-	76	77	79
	Management index*3*7	%	-	58	62	65
	Career ownership index*3*8	%	-	-	49	51

\*1 The figures include employees at the Asia Pacific SBU. In light of the shift to the SBU structure in 2020, the numbers of employees for earlier years have been recalculated.

\*2 The number of full-time employees does not include PERSOL Group employees assigned to work at non-PERSOL Group companies but includes employees from non-PERSOL Group companies working at PERSOL Group companies. The number of contingent employees represents the annual average number of temporary and part-time employees.

\*3 Data covers Group companies in Japan (excluding indefinite-term temporary staff). However, some companies, where the introduction of the human resources information system common to Group companies in Japan has yet to be completed, are excluded.

\*4 The figure excludes employees at Asia Pacific SBU and associates employed for indefinite terms at PERSOL Group companies.

\*5 The figure shows an average ratio of respondents answering either of the two highest choices on a five-point scale regarding questions about employees' motivation towards their work and contribution to the organization.

\*6 The figure shows an average ratio of respondents answering either of the two highest choices on a five-point scale regarding a question on empathy with the PERSOL Group's vision of Work and Smile.

\*7 The figure shows an average ratio of respondents answering either of the two highest choices on a five-point scale on questions asking about development support and trust from superiors.

\*8 The figure shows an average ratio of respondents answering either of the two highest choices on a five-point scale regarding a question over employees' career ownership (intention and action).

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		Unit	2020/3	2021/3	2022/3	2023/3	
Status of training received	Training hours per person	Persons in managerial positions	Hours	-	14	17	18
		Employees* <sup>10</sup>	Hours	19	19	15	18
	Total hours of training (compulsory <sup>9</sup> )	Persons in managerial positions	Hours	-	28,840	35,060.5	38,993
		Employees	Hours	-	44,1892	36,0138	45,6219
	Total hours of training(optional <sup>9</sup> )	Persons in managerial positions	Hours	-	645	4,262	4,138
		Employees	Hours	-	22,364	37,308	43,405
	Total number of participants in training	Persons in managerial positions	Persons	-	3,448	5,406	5,471
		Employees	Persons	45,452	45,071	53,370	63,728
Number of employees recruited	New graduates	Total	Persons	1,103	1,231	871	1,012
		Male/Female	Persons	629/474	699/532	452/419	557/455
	Mid-career persons	Total	Persons	5,439	3,883	5,120	6,161
		Male/Female	Persons	2,443/2,996	1,500/2,383	2,321/2,799	2,832/3,329
		Percentage of women	%	53	57	54	53
	Average age	Total	Years old	36	37	37	37
Male/Female		Years old	37/35	37/36	37/37	38/37	
Average number of years of continuous service <sup>11</sup>	Total	Years	6.4	6.8	7.2	7.0	
	Percentage of women	Years	6.8/5.9	7.1/6.3	7.5/6.7	7.3/6.6	
	Differential between men and women	Years	0.9	0.8	0.8	0.7	
Average hours of overtime		Hours	18	16	17	17	
Turnover <sup>11</sup>	Total	Persons	2,070	1,966	2,410	2,625	
	Male/Female	Persons	1,248/822	1,169/797	1,421/989	1,598/1,027	
	Percentage of women	%	40	41	41	39	
Rate of turnover <sup>11</sup>	Total	%	10	8	10	10	
	Male/Female	%	9/10	8/9	10/10	10/9	

\* Data on this page cover Group companies in Japan (excluding unlimited-term temporary staff). However, some companies, where introduction of the human resources information system common to Group companies in Japan has yet to be completed, are excluded.

<sup>9</sup> Compulsory training refers to rank-specific training, selective training and job-specific training, while optional training means training with invitation, cafeteria training and support for personal development and for the acquisition of qualifications.

<sup>10</sup> For the fiscal year ended March 2022, the number of new graduates recruited was reduced due to the pandemic and the training program for new employees was partly revised. As a result, the number of hours of training per employee was smaller for the fiscal year.

<sup>11</sup> Calculated for unlimited term employees only.

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		Unit	2020/3	2021/3	2022/3	2023/3	
<b>Percentage of taking child-care leave<sup>12</sup></b>	Total	%	49	50	55	74	
	Male/Female	%	11/95	10/95	19/93	65/84	
<b>Percentage of returning from child-care leave<sup>13</sup></b>	Total	%	92	94	95	97	
	Male/Female	%	100/91	100/93	98/94	99/96	
<b>Number of persons taking nursing-care leave<sup>14</sup></b>	Total	Persons	20	20	21	20	
	Male/Female	Persons	8/12	10/10	9/12	6/14	
<b>Number of persons with reduced working hours</b>	Total	Persons	666	913	1,032	972	
	Male/Female	Persons	9/657	11/902	14/1,018	8/964	
<b>Number of approved applications for side jobs<sup>15</sup></b>		Cases	185	508	712	1,010	
<b>Number of non-Japanese employees</b>		Persons	477	459	459	507	
<b>Employment status of persons with disabilities<sup>16</sup></b>	Number of employees	Persons	1,410	1,670	1,981	2,417	
	Employment rate	%	2.21	2.24	2.39	2.56	
<b>Wage differentials between men and women<sup>17,18</sup></b>	Total	%	-	-	78	75	
	Unlimited-term employment	Career position	%	-	-	90	85
		Limited position <sup>19</sup>	%	-	-	93	95
	Fixed-term employment	%	-	-	83	79	
<b>Percentage of remote work<sup>20</sup></b>		%	-	-	61	57	
<b>Percentage of employees who received diversity literacy training</b>		%	86	95	92	91	
<b>Percentage of employees who had a stress check</b>		%	79	82	82	84	
<b>Percentage of employees with high stress<sup>21</sup></b>		%	12.7	12.1	12.1	12.3	
<b>Absenteeism (leave of absence for one month or longer)<sup>22</sup></b>	Injuries and diseases	%	-	0.37	0.22	0.33	
	Poor mental health	%	1.25	1.34	1.64	1.80	
<b>Presenteeism (decline in performance due to poor health)<sup>23</sup></b>		%	-	-	-	21.8	
<b>Number of fatal accidents</b>		Cases	0	0	0	0	
<b>Participation rate in the shareholding association</b>		%	10	11	12	12	
<b>Number of persons eligible for the share-based compensation scheme<sup>24</sup></b>		Persons	102	193	2,238	2,457	

\* Data on this page cover Group companies in Japan (excluding unlimited-term temporary staff). However, some companies, where introduction of the human resources information system common to Group companies in Japan has yet to be completed, are excluded.

<sup>12</sup> From the fiscal year ended March 2023 onwards, the percentage of employees taking childcare leave or using the program of leave for childcare purposes during the fiscal year concerned among employees giving birth (or male employees with spouses giving birth) or adopting children in the fiscal year is calculated. (Until the fiscal year ended March 2022, the percentage of those who start taking childcare leave in the same fiscal year as the year of childbirth or in a later fiscal year was calculated.)

<sup>13</sup> The figures show the percentage of employees who returned to work, from among all employees who completed child-care leave during each fiscal year.

<sup>14</sup> The figures show the number of employees who started taking nursing-care leave during each fiscal year.

<sup>15</sup> The figure indicates the number of applications for side jobs approved during the fiscal year concerned.

<sup>16</sup> The figures represent the number of employees with disabilities, as of June of each fiscal year.

<sup>17</sup> The ratio of average annual income of female employees to that of male employees, both of which exclude associates employed by PERSOL Group companies, is calculated. From the fiscal year ended March 2023 onwards, a new calculation method reflecting partial revision pursuant to the Act on the Promotion of Women's Active Engagement in Professional Life applies.

<sup>18</sup> The PERSOL Group ensures fair treatment in recruitment, evaluation, promotion and other aspects regardless of gender and other attributes. Reasons for the wage gap among employees under indefinite term employment include the facts that female employees account for a high percentage of those accessing the shortened working hours program and that men

account for a higher percentage of managers. The entire PERSOL Group will encourage male employees to use childcare leave and other programs and will endeavor to properly increase the ratio of female managers to further improve the fairness of treatment. Reasons for the wage gap among employees under fixed term employment include the facts that men make up a higher percentage of re-employed workers in specialist, IT and engineering positions and that women hold a higher percentage of clerical positions

<sup>19</sup> Limited position employees are those in an employment category that specifies one or more of the following: region, job or working hours.

<sup>20</sup> The figures show the percentage of employees who replied that they engage in remote work at least once a week. (as of September in each fiscal year)

<sup>21</sup> The figures show the percentage of those with high stress among employees who had a stress check.

<sup>22</sup> The figure for injuries and diseases represents the percentage of employees who have taken continuous leave for one month or longer due to issues with their physical health, whereas the figure for mental health issues is the percentage of employees who have taken continuous leave for one month or longer due to issues with their mental health.

<sup>23</sup> The figure is calculated by subtracting from 100% an average percentage of performance estimated by survey subjects in the past four weeks in a survey using the Single-Item Presenteeism Question (SPQ) with a single question developed by the University of Tokyo on the assumption that 100% means the level of performance without diseases or injuries. (as of September 2022)

<sup>24</sup> The figures represent the number of employees eligible for the trust-type share-based compensation scheme (BIP/ESOP) and the restricted stock compensation scheme. (Through the fiscal year ended March 2021, the figures represented only the number of employees eligible for the trust-type share-based compensation scheme.)