

Board Skill Matrix (As of June 24, 2025)



Up to three skills that each director possesses, but which does not represent all of the skills possessed.

			Skills that the Board of directors should have (knowledge, experience and expertise) *						
Name / Position		Gender	Corporate Management	Innovation / Technology	Career Well-being / Human Capital Management	Internationality	Risk Management/ Legal Affairs	Finance / Accounting	Sustainability
Masamichi Mizuta	Chairperson of the Board	Male	●		●				●
Takao Wada	Representative Director, President and CEO	Male	●		●				●
Masaki Yamauchi	Independent Director	Male	●	●	●				
Kazuhiro Yoshizawa	Independent Director	Male	●	●	●				
Debra A. Hazelton	Independent Director	Female			●	●		●	
Satoshi Murabayashi	Independent Director	Male	●	●				●	
Chisa Enomono	Director (Member of the Audit and Supervisory Committee)	Female				●	●		●
Kazuhiko Tomoda	Independent Director (Member of the Audit and Supervisory Committee)	Male	●				●	●	
Tomoko Sugaya	Independent Director (Member of the Audit and Supervisory Committee)	Female	●		●			●	

Skills that the Board should have *	Definition	Reasons for the selection of skills
Corporate Management	<ul style="list-style-type: none">Experience and ability of engaging in important decision making within the organization	<ul style="list-style-type: none">To exercise an appropriate management oversight function based on their own management experience in making important business decisions to realize the Group's vision, "Work and Smile," and in exercising leadership of the management team.
Innovation / Technology	<ul style="list-style-type: none">Knowledge and experience regarding technology utilization and innovation in corporate management	<ul style="list-style-type: none">To exercise appropriate management oversight in the creation of new value through innovation and the utilization of the Group's data and technology as it evolves into a "technology-driven HR services company," as defined in the direction of management.
Career Well-being / Human Capital Management	<ul style="list-style-type: none">Knowledge and experience regarding human capital management, human resource strategy and health management, etc.	<ul style="list-style-type: none">To exercise appropriate management oversight in order for diverse human resources to accelerate business and promote value creation as we aim to realize who we want to be, defined as the "Career Well-being" Creation Company.
Internationality	<ul style="list-style-type: none">Experience and ability of organizational operation, business management, and business operation involving multiple countries at an international organization or company (not limited to experience in Asia)	<ul style="list-style-type: none">To exercise appropriate management oversight with respect to the establishment of management and governance structures as we pursue global business development.
Risk Management / Legal Affairs	<ul style="list-style-type: none">Knowledge and experience regarding risk managementKnowledge and experience regarding business law and governance	<ul style="list-style-type: none">To exercise appropriate management oversight in promoting sound business activities and legal compliance in accordance with the "PERSOL Group Code of Conduct" as a precondition for improving corporate value over the medium to long term.
Finance / Accounting	<ul style="list-style-type: none">Knowledge and experience regarding business plan, budget, and capital policiesSufficient knowledge and experience as a specialist of financial accounting	<ul style="list-style-type: none">To exercise the management oversight necessary to ensure the growth, efficiency, and soundness of the financial base and to achieve appropriate cash allocation and shareholder returns as we seek to increase corporate value over the medium to long term.
Sustainability	<ul style="list-style-type: none">Experience and ability of working on promotion of sustainability and solving social issues in business management	<ul style="list-style-type: none">To exercise appropriate management oversight in promoting sustainability management that creates value for society by overcoming diverse challenges that society faces through business activities that realize the Group's vision, "Work and Smile."