

Non-financial data

| | | Unit | 2019/3 | 2020/3 | 2021/3 |
|--|--|-----------|-------------|-------------|--------------------|
| Number of employees*1 | Total | Persons | 44,795 | 52,005 | 54,759 |
| By employment | Number of full-time employees (regular employees) | Persons | 38,964 | 46,155 | 49,434 |
| | Number of contingent employees (temporary and part-time employees) | Persons | 5,831 | 5,850 | 5,325 |
| By SBU | Staffing SBU | Persons | 21,168 | 26,218 | 28,621 |
| | Career SBU | Persons | 4,616 | 4,759 | 4,291 |
| | Professional Outsourcing SBU | Persons | 10,312 | 11,929 | 12,715 |
| | Solution SBU | Persons | 286 | 460 | 611 |
| | Asia Pacific SBU | Persons | 7,134 | 6,851 | 6,317 |
| | Holdings/directly managed companies | Persons | 1,279 | 1,788 | 2,205 |
| Percentage of women in managerial positions | | % | 18 | 19 | 20 |
| Percentage of women employees | | % | 46 | 46 | 47 |
| Number of new graduates recruited | Total | Persons | 976 | 1,103 | 1,231 |
| | Male/female | Persons | 561/415 | 629/474 | 699/532 |
| Number of mid-career persons recruited | Total | Persons | 5,126 | 5,439 | 3,883 |
| | Male/female | Persons | 2,312/2,814 | 2,443/2,996 | 1,500/2,383 |
| Average number of years of continuous service*2 | Total | Years | 6.7 | 6.4 | 6.8 |
| | Male/female | Years | 6.9/6.3 | 6.8/5.9 | 7.1/6.3 |
| Average age | Total | Years old | 37 | 36 | 37 |
| | Male/female | Years old | 37/36 | 37/35 | 37/36 |
| Turnover rate*3 | Total | % | 10 | 10 | 8 |
| | Male/female | % | 10/11 | 9/10 | 8/9 |
| Percentage of taking child-care leave*4 | Total | % | 43 | 49 | 50 |
| | Male/female | % | 7/95 | 11/95 | 10/95 |
| Percentage of returning from child-care leave*5 | Total | % | 94 | 92 | 94 |
| | Male/female | % | 96/94 | 100/91 | 100/93 |
| Number of persons taking nursing-care leave*6 | Total | Persons | 14 | 20 | 20 |
| | Male/female | Persons | 2/12 | 8/12 | 10/10 |
| Number of persons with reduced working hours | Total | Persons | 513 | 666 | 913 |
| | Male/female | Persons | 15/498 | 9/657 | 11/902 |
| Average hours of overtime | | Hours | 20 | 18 | 16 |
| Number of persons with side jobs | | Persons | - | 153 | 366 |
| Number of employees with disabilities*7 | | Persons | 1,191 | 1,410 | 1,670 |
| Percentage of employees who received diversity literacy training | | % | - | 86 | 95 |
| Percentage of employees who had a stress check | | % | 72 | 79 | 82 |
| Participation rate in the shareholding association | | % | 9 | 10 | 11 |
| Number of persons eligible for the share-based compensation scheme*8 | | Persons | 100 | 102 | 193 |

*1 The number of employees includes employees of overseas operations. The number of employees represents the total of the number of full-time employees (includes employees working at PERSOL Group companies; employees assigned to work at non-PERSOL Group companies not included) and the annual average number of contingent employees (including temporary and part-time employees).

Due to the shift to an SBU structure from the fiscal year ended March 2021, the number of employees prior to that time is recalculated under the present structure.

*2 The number of years is calculated for unlimited term employees only.

*3 The turnover rate is calculated using the number of full-time employees.

*4 The figures show the percentage of employees who started taking child-care leave, from among all employees with newborns (employees with a spouse who gave birth, in the case of male employees) or adopted children during each fiscal year.

*5 The figures show the percentage of employees who returned to work, from among all employees who completed child-care leave during each fiscal year.

*6 The figures show the number of employees who started taking nursing-care leave during each fiscal year.

*7 The figures represent the number of employees with disabilities, as of June of each fiscal year.

*8 The figures represent the number of employees eligible for the trust-type share-based compensation scheme (BIP/ESOP).