

Non-Financial Data Social

| | | Unit | 2020/3 | 2021/3 | 2022/3 | 2023/3 |
|--|--|---------|---------------|---------------|---------------|---------------|
| Number of consolidated employees*1 | Total | Persons | 52,005 | 54,759 | 60,675 | 67,274 |
| By employment*2 | Number of employees | Persons | 46,155 | 49,434 | 54,458 | 60,540 |
| | Number of contingent employees (temporary and part-time employees) | Persons | 5,850 | 5,325 | 6,217 | 6,734 |
| By SBU | Staffing SBU | Persons | 26,218 | 28,621 | 31,902 | 35,277 |
| | Career SBU | Persons | 4,759 | 4,291 | 4,554 | 5,546 |
| | Professional Outsourcing SBU | Persons | 11,929 | 12,715 | 13,346 | 14,213 |
| | Solution SBU | Persons | 460 | 611 | 844 | 1,043 |
| | Asia Pacific SBU | Persons | 6,851 | 6,317 | 7,388 | 7,976 |
| | Holdings/directly managed companies | Persons | 1,788 | 2,205 | 2,641 | 3,218 |
| By age group*3 | 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 |
| Number of directors*3 | Total | Persons | 10 | 9 | 9 | 9 |
| | Male/Female | Persons | 9/1 | 8/1 | 8/1 | 8/1 |
| | Percentage of women | % | 10 | 11 | 11 | 11 |
| Number of persons in managerial positions*3 | 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 |
| Number of employees*3 *4 | Total | Persons | 26,568 | 28,983 | 30,081 | 33,204 |
| | Male/Female | Persons | 14,789/11,779 | 15,741/13,242 | 16,405/13,676 | 17,982/15,222 |
| | Percentage of women | % | 46 | 47 | 45 | 46 |
| Status of employee engagement | 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* ¹⁰ | Hours | 19 | 19 | 15 | 18 |
| | Total hours of training (compulsory ⁹) | 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 ⁹) | 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 ¹¹ | | 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 ¹¹ | | 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 ¹¹ | | 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.

⁹ 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.

¹⁰ 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.

¹¹ Calculated for unlimited term employees only.

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

^{*12} 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.)

^{*13} The figures show the percentage of employees who returned to work, from among all employees who completed child-care leave during each fiscal year.

^{*14} The figures show the number of employees who started taking nursing-care leave during each fiscal year.

^{*15} The figure indicates the number of applications for side jobs approved during the fiscal year concerned.

^{*16} The figures represent the number of employees with disabilities, as of June of each fiscal year.

^{*17} 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.

^{*18} 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

^{*19} Limited position employees are those in an employment category that specifies one or more of the following: region, job or working hours.

^{*20} 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)

^{*21} The figures show the percentage of those with high stress among employees who had a stress check.

^{*22} 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.

^{*23} 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)

^{*24} 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.)