

Non-Financial Data Social

		Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of consolidated employees*1	Total	Persons	52,005	53,227	59,268	66,944	72,905
	By employment*2						
	Number of employees	Persons	46,155	47,901	53,049	60,183	65,730
	Number of contingent employees (temporary and part-time employees)	Persons	5,850	5,326	6,219	6,761	7,175
By SBU*3	Staffing SBU	Persons	26,218	28,621	31,902	35,277	33,051
	BPO SBU	Persons	—	—	—	—	9,431
	Technology SBU	Persons	11,929	11,138	11,788	12,574	8,460
	Career SBU	Persons	4,759	4,291	4,554	5,553	6,935
	Asia Pacific SBU	Persons	6,851	6,358	7,536	9,277	10,313
	R&D Function Unit/holdings/directly managed companies	Persons	2,248	2,819	3,488	4,263	4,715
	By age group*4						
	20s or younger	%	31	30	29	29	30
	30s	%	32	32	33	33	33
	40s	%	25	25	25	24	23
	50s	%	9	11	11	11	12
	60s or older	%	2	2	2	2	2
Number of directors	Total	Persons	10	9	9	9	9
	Male/Female	Persons	9/1	8/1	8/1	8/1	7/2
	Percentage of women	%	10	11	11	11	22
Number of persons in managerial positions*5	Total	Persons	2,210	2,509	2,404	2,824	3,193
	Male/Female	Persons	1,769/441	1,998/511	1,886/518	2,134/690	2,377/816
	Percentage of women	%	20	20	22	24	26
Number of employees*4 *5	Total	Persons	26,568	28,983	30,081	33,206	36,993
	Male/Female	Persons	14,789/11,779	15,741/13,242	16,405/13,676	17,984/15,222	19,905/17,088
	Percentage of women	%	44	46	45	46	46
Status of employee engagement	Engagement index*6	%	—	63	67	71	74
	Vision empathy index*4 *7	%	—	76	77	79	80
	Management index*4 *8	%	—	58	62	65	64
	Career ownership index*4 *9	%	—	—	49	51	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 BPO SBU was newly established in April 2023. Technology SBU changed its name from Professional Outsourcing SBU in April 2023. R&D Function Unit changed its name from Solution SBU in April 2023.
 *4 Data covers Group companies in Japan (excluding indefinite-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.

*5 The figures exclude employees at Asia Pacific SBU and associates employed for indefinite terms at PERSOL Group companies.
 *6 The percentage of employees who answered questions about their motivation to contribute (to the work and to the organization) by choosing one of the top two points (of a five-point scale) (average of two questions).
 *7 The percentage of employees who answered a question about how much they empathize with the Group Vision: "Work and Smile" by choosing one of the top two points (of a five-point scale).
 *8 The percentage of employees who answered questions about how they evaluate (the support for growth and trustworthiness of) their supervisor by choosing one of the top two points (of a five-point scale) (average of two questions).
 *9 The percentage of employees who answered two questions about employee career ownership (in intention and action) by choosing one of the top two points (of a five-point scale).

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			Unit	FY2019	FY2020	FY2021	FY2022	FY2023	
Status of training received* ¹⁰	Training hours per person	Managers	Hours	—	14	17	18	17	
		Employees* ¹²	Hours	19	19	15	18	34	
	Total hours of training (compulsory* ¹¹)	Managers	Hours	—	28,840	35,061	38,993	42,015	
		Employees	Hours	—	441,892	360,138	456,219	1,050,357	
	Total hours of training (optional* ¹¹)	Managers	Hours	—	645	4,262	4,138	6,579	
		Employees	Hours	—	22,364	37,308	43,405	171,979	
	Total number of participants in training	Managers	Persons	—	3,448	5,406	5,471	6,282	
		Employees	Persons	45,452	45,071	53,370	63,728	234,806	
	Number of employees recruited	New graduates	Total	Persons	1,103	1,231	871	1,012	1,601
			Male/Female	Persons	629/474	699/532	452/419	557/455	905/696
Mid-career persons		Total	Persons	5,439	3,883	5,120	6,161	6,413	
		Male/Female	Persons	2,443/2,996	1,500/2,383	2,321/2,799	2,832/3,329	2,984/3,429	
Percentage of women		%	53	57	54	53	51		
Average age		Total	Years old	36	37	37	37	37	
	Male/Female	Years old	37/35	37/36	37/37	38/37	38/37		
Average number of years of continuous service* ¹³	Total	Years	6.4	6.8	7.2	7.0	7.2		
	Male/Female	Years	6.8/5.9	7.1/6.3	7.5/6.7	7.3/6.6	7.6/6.7		
	Differential between men and women	Years	0.9	0.8	0.8	0.7	0.9		
Average hours of overtime		Hours	18	16	17	17	16		
Turnover* ¹³	Total	Persons	2,070	1,966	2,410	2,625	2,809		
	Male/Female	Persons	1,248/822	1,169/797	1,421/989	1,598/1,027	1,635/1,174		
	Percentage of women	%	40	41	41	39	42		
Rate of turnover* ¹³	Total	%	10	8	10	10	9		
	Male/Female	%	9/10	8/9	10/10	10/9	9/9		

*¹⁰ Until FY2022, data was gathered from training sessions conducted by the human resources departments from among Group companies in Japan. From FY2023, data has been collected from training sessions conducted by both the human resources and business departments across all Group companies in Japan.

*¹¹ Mandatory training refers to training that is required for employees in a specific position or job category, whereas elective training includes open enrollment or cafeteria-style courses and qualification support that employees can choose to take voluntarily.

*¹² For FY2021, 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.

*¹³ Calculated for unlimited term employees only.

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	Unit	FY2019	FY2020	FY2021	FY2022	FY2023		
Percentage of taking child-care leave*14	Total	%	49	50	55	74	78	
	Male/Female	%	11/95	10/95	19/93	65/84	73/84	
Percentage of returning from child-care leave*15	Total	%	92	94	95	97	97	
	Male/Female	%	100/91	100/93	98/94	99/96	98/97	
Number of persons taking nursing-care leave*16	Total	Persons	20	20	21	20	33	
	Male/Female	Persons	8/12	10/10	9/12	6/14	16/17	
Number of persons with reduced working hours	Total	Persons	666	913	1,032	972	1,133	
	Male/Female	Persons	9/657	11/902	14/1,018	8/964	12/1,121	
Number of approved applications for multiple jobs*17	Cases		185	508	712	1,010	1,309	
Number of non-Japanese employees	Persons		477	459	459	507	578	
Employment status of persons with disabilities*18	Number of employees	Persons	1,410	1,670	1,981	2,417	2,991	
	Employment rate	%	2.21	2.24	2.39	2.56	2.48	
	Total	%	—	—	78	75	76	
Wage differentials between men and women*19 *20	Unlimited-term employment	Career position	%	—	—	90	85	85
		Limited position*21	%	—	—	93	95	96
	Fixed-term employment	%	—	—	83	79	80	
Percentage of remote work*22	%	—	—	61	57	59		
Percentage of employees who received diversity literacy training	%	86	95	92	91	95		
Percentage of employees who had a stress check	%	79	82	82	84	86		
Percentage of employees with high stress*23	%	12.7	12.1	12.1	12.3	11.5		
Absenteeism (leave of absence for one month or longer)*24	Injuries and diseases	%	—	0.37	0.22	0.33	0.34	
	Poor mental health	%	1.25	1.34	1.64	1.8	2.00	
Presenteeism (decline in performance due to poor health)*25	%	—	—	—	21.8	21.2		
Number of fatal accidents	Cases		0	0	0	0		
Participation rate in the shareholding association	%	10	11	12	12	13		
Number of persons eligible for the share-based compensation scheme*26	Persons		102	193	2,238	2,457	2,769	

*14 From FY2022 onwards, the percentage of employees taking childcare leave or using the leave program for childcare purposes among employees giving birth (or male employees with spouses giving birth) or adopting children in the fiscal year is calculated. (Until FY2021, the percentage of those taking childcare leave in the fiscal year of childbirth or subsequent fiscal year was calculated.)

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

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

*17 The figures show the number of applications for multiple jobs approved during each fiscal year.

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

*19 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 FY2022 onwards, a new calculation method reflecting partial revision pursuant to the Act on the Promotion of Women's Active Engagement in Professional Life applies.

*20 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

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

*22 The figures show the percentage of employees who replied that they engage in remote work at least once a week. (As of September of each year)

*23 The figures show the percentage of those with high stress among employees who had a stress check.

*24 The figures for injuries and diseases show the percentage of employees who have taken continuous leave for one month or longer due to issues with their physical health, whereas the figures for mental health issues show the percentage of employees who have taken continuous leave for one month or longer due to issues with their mental health.

*25 The figures are 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 of each year)

*26 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 FY2020, the figures represent only the number of employees eligible for the trust-type share-based compensation scheme.)

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