PERSOL

Materiality KPIs

The PERSOL Group has established key performance indicators (KPIs) for its material issues and set target values for the final year of the Plan 2026 (FY2025) and for FY2030. To continue creating value in the medium to long term through solving social issues, we will continuously monitor these KPIs, track our progress, and advance our efforts toward each material issue.

SDGs related to all the issues

16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS

Materiality	Vision	Our actions	KPI	FY2023 Result (previous year results)	YoY change	FY2025 target	FY2030 target	FY2023 progress	Future actions to achieve target	Related SDGs
1 Creating work opportunities	We will create better work opportunities for one million people by 2030 using our capability of connecting people with organizations, recruiting people, and designing businesses.	• Creating "better work opportunities" in the areas of temporary staffing, placement, and outsourcing	Number of people*1 for whom we created (provided/ supported) better work opportunities	402,000 people (380,000 people)	↗	500,000 people	1,000,000 people	Although the overall number exceeded previous year's result, it fell below the original internal plan due to the intensifying business and competitive environment	• Extend period of continuous employment for temporary staff and improve re-employment rate • Optimize measures for individuals and expand promotions • Customer expansion by launching new businesses and entering related fields (including Sharefull, which has started full-scale operations)	8 DECENT WORK AND ECONOMIC GROWTH
2 Providing diverse work styles	We will contribute to the realization of working styles that meet individual needs, by proposing and providing flexible working styles and employment styles.	• Providing work opportunities with no time and location constraints, such as flexible work schedules and remote work • Providing work opportunities as side jobs and freelance work	Number of people*2 for whom diverse work styles became possible	46,000 people (40,000 people)	↗	50,000 people	100,000 people	The number of reduced-hours temporary staff exceeded planned figure. The growth in numbers for "working from anywhere" has slowed down due to a decline in the remote work rate as people return to the office	• Continue to strengthen existing efforts for workers on reduced-hours • Encourage corporations to work remotely	5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES
3 Providing learning opportunities	We will expand the options available to working people and maximize their career potential by providing learning opportunities that lead to employment, reskilling, and upskilling.	(1) Providing learning opportunities for temporary employees (people registered in temporary staffing/Office Solution (OS) business, IT human resources)	Number of people*3 who received each training service	147,000 people (140,000 people)	↗	160,000 people	240,000 people	The number of temporary staff taking training increased slightly. Training content for engineers has been improved, and the number of participants has increased	• Aim to increase the number of participants through initiatives such as enhancing training content	4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES
		(2) Corporate training for upskilling and improving career self-reliance, placement services provided after upskilling		126,000 people (80,000 people)	↗	120,000 people	230,000 people	The number of participants in corporate/ e-learning programs steadily increased in line with winning large-scale projects, etc.	• Establish systems by improving user interface, etc. • Increase number of participants by supporting client companies in building systems	
		(3) Providing learning opportunities for students and working adults (school/ office visits, career courses, upskilling)		52,000 people (42,000 people)	↗	—	—	The number of participants in career education for university students and for elementary and junior high school students increased	• Aim to achieve steady growth by incorporating MIRAIZ, which has begun offering full-scale services	
4 Increasing productivity at companies	We will contribute to efficient corporate activities and to resolving labor shortages by providing services which improve productivity.	• Providing BPO services • Providing technical outsourcing services • Providing other outsourcing services	Net sales*4 of services related to increasing the productivity of companies	JPY 308.7 billion (270.0 billion)	↗	JPY 300 billion	—	Significant increase due to steady acquisition of projects by main SBUs	• Increase number of commissioned projects through enhanced ability to transform business processes	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY INNOVATION AND INFRASTRUCTURE

* Targets for FY2030 are subject to change in accordance with future business conditions and revisions/changes to the management plan. Targets for FY2030 have been set to clarify the direction and level of achievement of the strategy, but some items are still under consideration due to high uncertainty and are marked with "-".
*1 In principle, figures for the temporary staffing and BPO businesses are the number of workers at the end of the fiscal year (or the average number of workers per month). Figures for temporary job placement ahead of permanent employment are based on the total cumulative number of temporary staff who became employees during the year. For the placement and recruiting business, the figure is the annual cumulative total of the number of job placements through our services. Figures for others (freelancers, etc.) are the number of people to whom the Company's

services were provided (annual total, but multiple projects by the same person are counted as 1). Career SBU's job advertising business is an estimate. The target scope is all SBUs including overseas. Benesse i-Career is included in the calculation for the purpose of business management targets, although it is not consolidated.
*2 Figures of PERSOL TEMPSTAFF, PERSOL CROSS TECHNOLOGY, and PERSOL CAREER
*3 ③-1: Figures of Staffing SBU and Technology SBU, ③-2: Figures of PERSOL RESEARCH AND CONSULTING Co., Ltd. and APAC SBU, and ③-3: Figures of Career SBU and Technology SBU
*4 Figures of all SBUs, including overseas (excluding Career SBU)