



Materiality KPIs

Materiality	Vision	Our actions	KPI	FY2023 Result (previous year results)	YoY change	FY2025 targets	FY2030 targets	FY2023 progress	Future actions to achieve target	Related SDGs
5 Active roles of diverse personnel P.43	We will foster a corporate culture and develop an environment that utilizes diversity to achieve the Group vision.	<ul style="list-style-type: none"> Improving employee engagement Talent management (Developing next-generation business leaders/ implementing measures to turn all managerial employees into best leaders) Promoting DEI (Increasing the percentage of women in managerial positions/promoting the employment of people with disabilities/encouraging male employees to take childcare leave) 	"Work and Smile" index (employee engagement index)	72.3% (70.4%)	↗	75.0%	—	Refer to page 31	Refer to page 31	
			Percentage of women in managerial positions*1	25.6% (24.4%)	↗	30.8%	37.0%			
			Number of employees with disabilities*2	2,991 people (2,417 people)	↗	4,000 people	—			
			Ratio of childcare leave taken by male employees (one day or longer) *3	73.0% (64.8%)	↗	100%	100%			
6 Strengthening data governance P.50	Establish policies and rules common to the Group regarding the use of personal data, and develop and further strengthen management and protection systems to create an environment conducive to the use of personal data by users and to ensure trust.	<ul style="list-style-type: none"> Establishment and publication of the PERSOL Group's Personal Data Policy Deliberation of Group policies and measures by the Group Privacy Governance Council Pre-screening of new services and policy plans from a privacy perspective Implementation of privacy training for employees 	Percentage of all employees who have received privacy training*3,4	99.4% (—)	—	100%	100%	Messages from management, including the CEO, and creative content that draws attention to the Company's work led to a high participation rate as well as increased employee understanding and awareness	<ul style="list-style-type: none"> Continue to promote enrollment while working to instill and establish the importance of materiality 	
7 Respect for human rights P.51	We will promote initiatives in accordance with international norms as a responsible company, thereby mitigating adverse human rights impacts, earning the trust of all stakeholders (including employees).	<ul style="list-style-type: none"> Establishment and publication of the PERSOL Group Human Rights Policy Operation of human rights due diligence Implementation of human rights training for executives and all PERSOL Group employees Promotion of initiatives to improve systems, such as the creation of a grievance mechanism 	Percentage of all employees who have received human rights training*3	99.4% (—)	—	100%	100%	Messages from management, including the CEO, and creative content that draws attention to the Company's work led to a high participation rate as well as increased employee understanding and awareness	<ul style="list-style-type: none"> Continue to promote enrollment while working to instill and establish the importance of materiality 	
8 Responding to climate change P.52	We will work to achieve carbon neutrality and contribute to the realization of a decarbonized society through environment-related GX: Green Transformation HR services and other initiatives.	<ul style="list-style-type: none"> The decarbonization of the electricity consumed at office buildings Conserving energy by improving operations and making capital investments/promoting the transition to electricity from renewable energy sources Switching from gasoline vehicles to hybrid vehicles and EVs Calculating Scope 3 emissions, setting targets, and reducing the emissions GX-related support Dispatching engineers specialized in the environmental field / experiments related to carbon neutrality 	Percent reduction of Scope 1 + Scope 2 emissions (Base year: FY2021)	1.8% reduction (up 15.6%)	↗	17.3% reduction	83.0% reduction*5	Emissions reductions progressed due to initiatives such as switching to LED lighting, moving to renewable energy*6, and raising awareness about saving energy	<ul style="list-style-type: none"> Expand transition to renewable energy in buildings where feasible Careful examination of when to switch to electric vehicles 	
			Reduction of Scope 3 emissions	(Target to be set in FY2025)						

* 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 Targets are set for employees of Group companies in Japan, and actual results are tabulated. However, some companies that have not yet completed the introduction of a common human resource management system for Group companies in Japan are excluded. Actual results for FY2023 are as of April 1, 2024, targets for FY2025 are as of April 1, 2026, and targets for FY2030 are as of April 1, 2031.

*2 This is the number of persons with disabilities included in the Group's report on the employment status of persons with disabilities in accordance with the procedures of the special-purpose subsidiary system. The target may be

revised in the future, taking into account changes in the number of companies subject to the number of employees with disabilities (22 companies as of June 2024), changes in the number of employees in the Group as a whole, and the impact of changes in the statutory employment rate.

*3 Figures in Japan only

*4 As of FY2024, the number of cases of inappropriate data handling and the number of persons affected are no longer disclosed.

*5 Residual emissions are offset using internationally recognized methods to achieve carbon neutrality.

*6 This also includes transitioning to renewable energy through non-fossil fuel certificates.