



Materiality KPIs

Materiality	Vision	Our actions	KPI	FY2024 result (previous year results)	YoY change	FY2025 target	FY2030 target	FY2024 progress	Future actions to achieve target	Related SDGs
5 Active roles of diverse personnel P.47	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)	72.0% (72.3%)	↘	75.0%	—	Refer to page 34	Refer to page 34	
			Percentage of women in managerial positions*1	27.6% (25.6%)	↗	30.8%	37.0%			
			Number of employees with disabilities*2	3,431 people (2,991 people)	↗	4,000 people	—			
			Ratio of childcare leave taken by male employees (one day or longer) *3	84.3% (73.0%)	↗	100%	100%			
6 Strengthening data governance P.54	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 PERSONAL 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% (99.4%)	→	100%	100%	Promoted participation among non-participants, and while the number of participants increased, maintained the same high level as the previous year	<ul style="list-style-type: none"> Continue participation-promotion activities by training managers and use IT-based reminders Consider developing more engaging content so that participants approach training with greater interest 	
7 Respect for human rights P.55	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 PERSONAL Group Human Rights Policy Operation of human rights due diligence Implementation of human rights training for executives and all PERSONAL 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*5	99.4% (99.4%)	→	100%	100%	Promoted participation among non-participants, and while the number of participants increased, maintained the same high level as the previous year	<ul style="list-style-type: none"> Continue participation-promotion activities by training managers and use IT-based reminders Consider developing more engaging content so that participants approach training with greater interest 	
8 Responding to climate change P.57	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)	6.9% increase (1.8% reduction)	↘	17.3% reduction	83.0% reduction*5	Scope 1: Increased 13% year on year, as the number of vehicles rose by 210 due to overseas business expansion Scope 2: Reduced 4% year on year through promotion of renewable energy use*6 for electricity both in Japan and overseas	<ul style="list-style-type: none"> Promote replacement of gasoline/diesel vehicles with HV/EV vehicles and reduce total number of vehicles Expand transition to renewable energy in buildings where feasible 	
			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 Figures exclude regular employees of temporary staff employed by the Asia Pacific SBU and Group companies, as well as some companies that have not yet completed the introduction of a common human resource management system for Group companies in Japan. Actual results for FY2024 are as of April 1, 2025, 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 (24 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.