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Work and Smile



January
2026

PERSOL Group
Human Capital
Report

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About the cover

The cover is composed of photos of the FY2025 "PERSOL Group Awards" recipients, as well as the employees and staff members appearing in the main content. The "PERSOL Group Awards" are the Group's most prestigious awards, presented to employees and projects that have contributed to realizing "Work and Smile" for all stakeholders.

Editorial Policy

This report focuses on "human capital," which the PERSOL Group positions as its most important capital, and summarizes the initiatives undertaken to enhance it as well as its relationship to corporate value creation. The aim of this report is to provide shareholders, investors, and a wide range of other stakeholders with a deeper understanding of the PERSOL Group's unique perspectives on human capital and the initiatives we are pursuing.

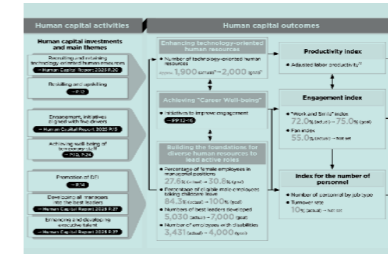
In this report, we present—through both quantitative and qualitative perspectives—the role that human capital plays in realizing our vision of becoming a "Career Well-being Creation Company," as well as the details of the investments we are making in human capital to achieve this goal. In the first half, "Pathway to Becoming a 'Career Well-being' Creation Company," we outline the components of human capital and their linkage to financial value, and introduce initiatives aimed at enhancing each of these components. In the second half, "Our Challenge to Become a 'Career Well-being' Creation Company," we focus on the real stories of employees and staff who are working—both within and outside the Group—to realize "Career Well-being," as well as the thoughts and commitments of our executives who support these efforts.

Please note that this report may omit content that overlaps with previous years' human capital reports or with other disclosure materials. For example, with regard to "respect for human rights," which is one of our most important values, our basic approach, key issues, and initiatives are disclosed in our Integrated Report and on our website. Information on other initiatives can also be found in our Annual Securities Report, on the Group website (<https://www.persol-group.co.jp/en/>), and in the Gender Diversity Report.



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Reporting period and scope

This report covers FY2024 (April 1, 2024 to March 31, 2025). However, it also references periods outside this range when necessary.

Notes on forward-looking statements

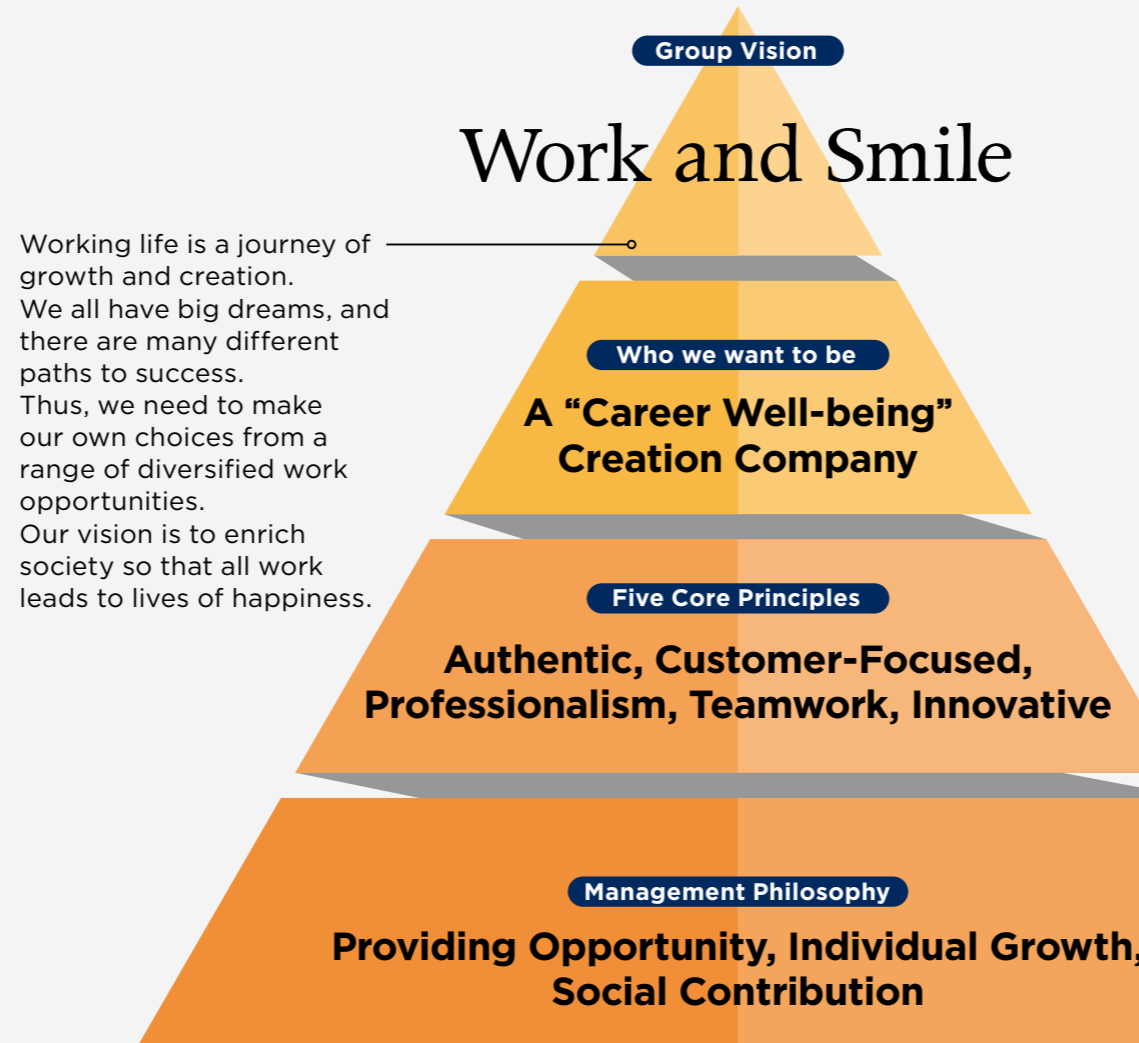
The information contained in this report includes statements regarding the PERSOL Group's current plans, strategies, and future forecasts. Such statements are based on currently available information that the PERSOL Group believes to be reasonable as of this writing; however, these future forecasts involve potential risks and uncertainties. Although results and performance publicly announced in the future may vary from what is described in this report, we assume no obligation to publicly update or revise any forward-looking statements. Use of this report is therefore at the user's discretion, and the information it contains should be cross-checked against information obtained through other means. The PERSOL Group assumes no responsibility for any damage arising from your use of the information in this report.

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Vision Structure and Value Creation Goals

Rooted in the management philosophy passed down since its founding, the PERSOL Group strives to become a "Career Well-being" Creation Company. Guided by a shared set of values that are the five core principles, the Group aims to realize its vision of "Work and Smile." We have also set a goal for value creation for 2030 and are working to create better work opportunities for one million people.

Vision Structure



Goal for Value Creation



For details on our value creation goals and an overview of material issues, please refer to our Integrated Report 2025.

[Integrated Report 2025 P.17](#)

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Business of the PERSOL Group

The PERSOL Group provides diverse services related to both people and organizations, including temporary staffing services, career change services, IT outsourcing, design and development, and more. We aim to realize our vision of "Work and Smile" by sincerely and carefully assisting working individuals and leveraging customer contacts and trust that have been created with our people as the starting point.

PERSOL Group's business segments							R&D FU ^{*2}	Specialized Services
Scope of Business	Staffing SBU ^{*2}	BPO SBU	Technology SBU	Career SBU	Asia Pacific SBU			
Scope of Business	We engage in the businesses of temporary staffing and temporary job placement ahead of permanent employment in a wide range of industries and business categories, with a focus on the clerical and administrative staffing domain where we boast one of the largest market shares in the industry.	We provide BPO services tailored to our customers' specific challenges by integrating technologies such as AI with our three core strengths—process design, organizational and human resource management, and human resource development.	We provide technical support for consulting, design, and development through outsourcing, contracting, and staffing services, supported by engineers with specialized expertise operating across the <i>Monozukuri</i> (manufacturing), IT, and security technology domains.	Centered on permanent placement and recruitment media services, we develop a wide range of businesses, including comprehensive hiring support for candidates ranging from early-career talent to senior-level professionals, as well as side-job, freelance, and reemployment support services.	We operate a temporary staffing business, a permanent placement business, and an HR solution business, which are among the largest in the Asia Pacific region.	We develop new business models and digital products, and explore and create businesses in new areas.	We engage in businesses including a consulting business centered on surveys, research, and the development of people, organizations, and management, as well as a training business, a business supporting the employment of workers with disabilities, and a venture capital business.	
SBU Core Company / Representative Companies ^{*1}	<ul style="list-style-type: none"> • PERSOL TEMPSTAFF • PERSOL EXCEL HR PARTNERS • PERSOL FACTORY PARTNERS • Avanti Staff • PERSOL FIELD STAFF 	<ul style="list-style-type: none"> • PERSOL BUSINESS PROCESS DESIGN • PERSOL WORKSWITCH CONSULTING • Lacras • PERSOL MEDIA SWITCH • Bizer • PERSOL S&I • PERSOL COMMUNICATION SERVICES 	<ul style="list-style-type: none"> • PERSOL CROSS TECHNOLOGY • PERSOL AVC TECHNOLOGY • PERSOL & Serverworks 	<ul style="list-style-type: none"> • PERSOL CAREER • PERSOL CAREER CONSULTING • PERSOL Global Workforce • Benesse i-Career^{*3} 	<ul style="list-style-type: none"> • PERSOL Asia Pacific • PERSOL KELLY • Programmed 	<ul style="list-style-type: none"> • PERSOL DIGITAL VENTURES • PERSOL INNOVATION • MIIDAS • Sharefull • POSTAS • PERSOL MARKETING 	<ul style="list-style-type: none"> • PERSOL RESEARCH AND CONSULTING • PERSOL DIVERSE • PERSOL NEXTAGE • PERSOL VENTURE PARTNERS • PERSOL HOLDINGS • Gojob 	
Examples of Handled Brands ^{*1}								
Net sales ^{*5}	Unit (¥ billion) 602.4	117.2	114.7	144.6	476.1	38.4		
Employees ^{*6}	(persons) 9,970	12,036	8,318	7,048	8,636	5,875		
Staff ^{*7}	(persons) 121,956	8,246	4,623	—	—	—		

*1 Major companies and brands are based on information as of October 1, 2025.

*2 SBU: Strategic Business Unit, FU: Function Unit

*3 Benesse i-Career is not covered in scope of consolidation.

*4 The "PERSOL" brand in the Asia Pacific SBU refers to the service brand.

*5 Actual results for the fiscal year ended March 2025.

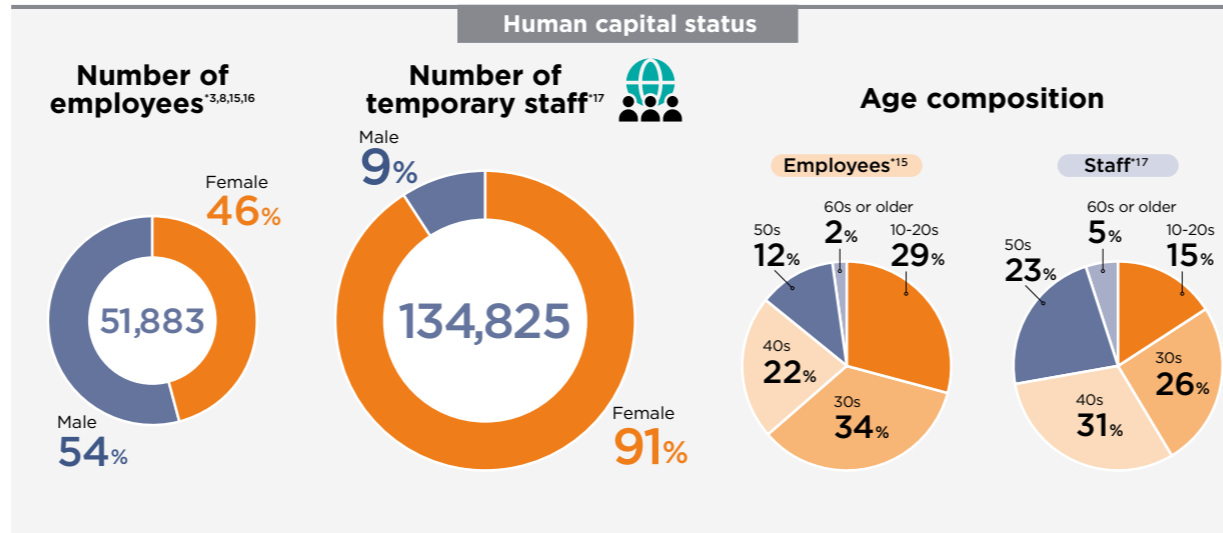
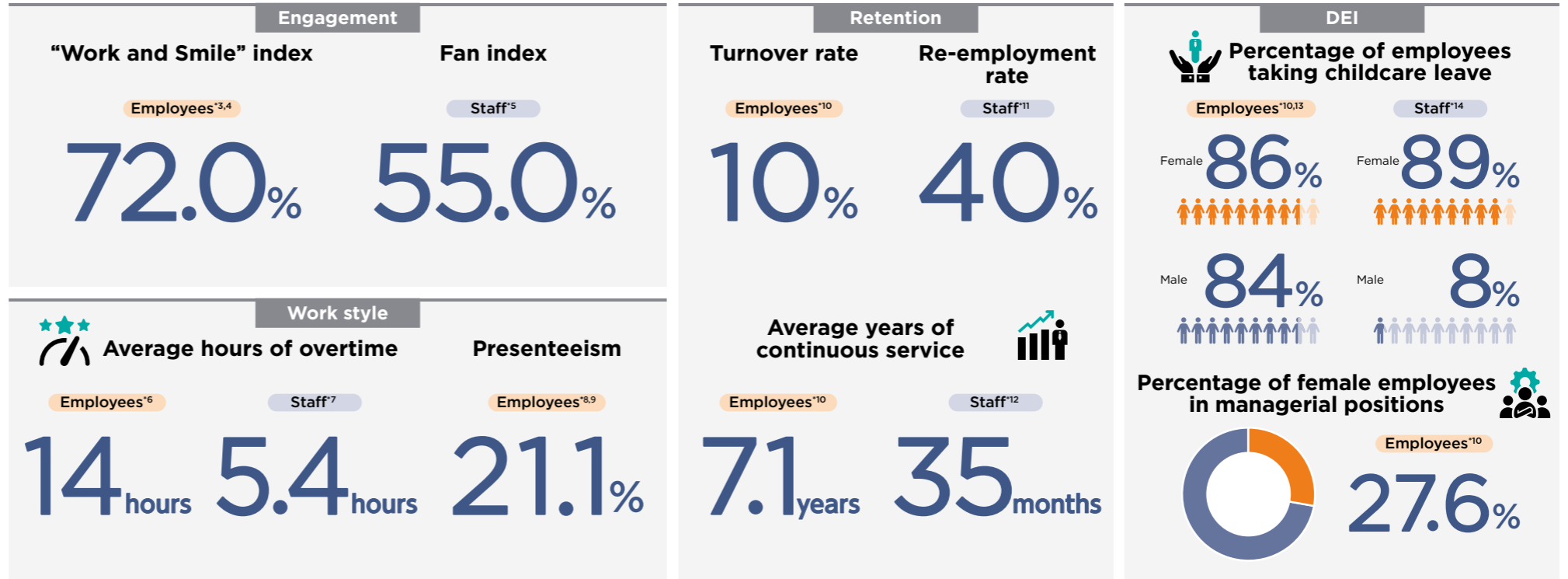
*6 As of March 31, 2025. Includes contingent employees (annual average number of temporary and part-time employees). Does not include PERSOL Group employees assigned to work at non-PERSOL Group companies but includes employees from non-PERSOL Group companies working at PERSOL Group companies.

*7 Annual average number of employees (excluding short-term and one-off contracts) for each month in the fiscal year ended March 31, 2025. The data covers PERSOL TEMPSTAFF, PERSOL EXCEL HR PARTNERS, PERSOL BUSINESS PROCESS DESIGN, and PERSOL CROSS TECHNOLOGY.

PERSOL Human Capital by the Numbers (FY2024)*1,2

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*1 Unless otherwise noted, the figures for "Employees" indicate domestic Group companies (excluding certain companies where a common human resource management system for Group companies in Japan has not yet been fully implemented).

*2 Unless otherwise noted, figures for "Staff" indicate PERSOL TEMPSTAFF, which accounts for the majority of the total workforce.

*3 Includes the Asia Pacific SBU.

*4 The group average score of an index comprising five items: an engagement index related to motivation to contribute to work and the organization, and the "Career Well-being" index jointly developed with Gallup, Inc.

*5 Average score of the engagement index measuring the level of attachment and trust toward PERSOL.

*6 Average number of overtime hours beyond statutory working hours for employees subject to the Article 36 Agreement, excluding managers and supervisors.

*7 Average monthly overtime hours per employee.

*8 Includes domestic companies that have not yet implemented the common human resources management system.

*9 The figures are calculated by subtracting the average percentage of performance estimated by survey subjects over the past four weeks from 100%, based on a survey using the Single-Item Presenteeism Question (SPQ), a single-item measure developed by the University of Tokyo, assuming that 100% represents the level of performance without disease or injury.

*10 Calculated for unlimited-term employees only.

*11 The percentage of temporary staff whose assignment contracts ended and who, within 31 days of the end date, secured employment for a period of three months or longer through a new temporary assignment, a placement arrangement, or a business outsourcing contract.

*12 The fiscal-year average length of time that temporary staff under long-term temporary staffing contracts continue to be employed.

*13 The figure represents the percentage of employees who gave birth during FY2024 (or whose spouse gave birth, in the case of male employees) or who began an adoption, and who took childcare leave and/or used the leave program for childcare purposes during the same fiscal year.

*14 This indicates the share of employees who took childbirth-related leave and subsequent childcare leave.

*15 Includes contingent employees (annual average number of temporary and part-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.

*16 The basis for calculating the male-female ratio is in accordance with *1.

*17 Annual average number of employees (excluding short-term and one-off contracts) for each month. The data covers PERSOL TEMPSTAFF, PERSOL EXCEL HR PARTNERS, PERSOL BUSINESS PROCESS DESIGN, and PERSOL CROSS TECHNOLOGY.

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What is “Career Well-being?”

Aiming to improve “Career Well-being”

Defining “Career Well-being”

The PERSOL Group has defined its aspirations for who we want to be as a “Career Well-being” Creation Company. So, what exactly does “Career Well-being” mean? It refers to the sense of happiness and satisfaction that individuals experience through their work—the feeling of fulfillment they gain in their daily work. It also encompasses the sense of purpose that comes from contributing to people and society through a self-determined way of working. At PERSOL, we define “Career Well-being” as the happiness and satisfaction that individuals themselves feel through work. [What Does “Career Well-being” Mean? | PERSOL Group \(in Japanese only\)](#)

The term “well-being” is said to have been first used in the World Health Organization’s (WHO) definition of health.¹ There, health is defined as “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity” (provisional translation by the Friends of WHO Japan)². The factors that enable individuals to feel that they are in a “state of complete well-being” vary from person to person. Gallup, a U.S. public opinion research firm, assesses well-being across the following five areas. The concept of “Career Well-being” as defined by PERSOL corresponds to the “Career Well-being” domain among these five areas.



¹ Takashi Maeno, “What is well-being?”, The Journal of Information Science and Technology Association, Vol. 72, No. 9, pp. 328-330 (2022). https://www.jstage.jst.go.jp/article/jkg/72/9/72_328/_pdf (in Japanese only)

² “About the World Health Organization (WHO) Charter” | Friends of WHO JAPAN <https://japan-who.or.jp/about/who-what/charter/> (in Japanese only)

Survey of 100,000 employees and staff members conducted in Japan and overseas

The PERSOL Group strives to create a society in which people around the world can truly experience “Work and Smile.” In addition to initiatives conducted through our business activities, we also engage in research and social initiatives. Furthermore, to enhance “Career Well-being,” we conduct an annual global survey of approximately 100,000 employees and staff working across the Group.

“Career Well-being” index over time

Percentage of positive responses (the top two ratings out of five options) to the questions below. The questions for Q1 to Q3 are as follows:

- Q1:** Do you derive pleasure or fun from your daily work?
- Q2:** Do you think that your work leads to better lives for people?
- Q3:** Do you have many options to choose from with respect to your work and work style?

Employees

	FY2022 (ended March 31, 2023)	FY2023 (ended March 31, 2024)	FY2024 (ended March 31, 2025)
Q1	66.9%	67.4%	66.7%
Q2	81.0%	81.9%	81.3%
Q3	62.9%	63.8%	65.8%

Staff³

	FY2022 (ended March 31, 2023)	FY2023 (ended March 31, 2024)	FY2024 (ended March 31, 2025)
Q1	68.3%	66.6%	64.4%
Q2	77.1%	75.3%	73.7%
Q3	62.6%	63.0%	61.5%

³ Data measured by PERSOL TEMPSTAFF, which employs more than 100,000 temporary staff

A Powerful Foundation for Growth Built on “Career Well-being”

The PERSOL Group’s choice to put “Career Well-being” at the center of its strategy is both bold and strategic. Of the five elements Gallup measures—career, social, financial, physical, and community—“Career Well-being” has the biggest impact on people’s lives. It also has the strongest connection to the other elements, which means when “Career Well-being” improves, the rest are more likely to follow.

Career is where strengths, learning, and purpose come together. When employees feel they’re growing and doing meaningful work, they’re more engaged and more productive. That engagement not only drives business outcomes but also helps people feel better about their lives overall. Focusing on “Career Well-being” first gives employees the strongest foundation to thrive—at work and beyond it.



Mr. Joe Daly
Global Managing Partner
Gallup

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Message from the CHRO



In an era marked by increasingly complex social issues and diversified values, we aim to capitalize on the collective strengths of our Group

— How do you perceive the current environment surrounding "work?"

Oba: From our position as a comprehensive provider of human resources services, we have become increasingly aware of the diversification of people's values and working styles in recent years. Rapid technological advances, including AI, are transforming work environments around the world, while in Japan the declining working-age population has emerged as a critical social issue.

At the PERSOL Group, we believe that work is inseparable from life. With this belief, we have articulated our vision, "Work and Smile," which aims to create a society where all work leads to smiles. By combining the collective knowledge and expertise of our Group companies, we can better address the diverse values of each individual, and we believe our responsibility and role in society will continue to grow.

— The PERSOL Group has consistently upheld its "aspirations for who we want to be" to be a "Career Well-being' Creation Company."

Oba: Well-being is not a passing trend; it is a theme we must engage with over the medium to long term. We use the term "Career Well-being" to describe the sense of happiness and fulfillment people feel through their work, but values toward work differ from person to person. Rather than simply matching people with jobs, we want to provide support that helps individuals feel that their career choices were truly beneficial to their lives. For organizations as well, increasing the number of employees who experience "Career Well-being" undoubtedly contributes to business growth and has a positive impact on financial performance.

— What are the defining characteristics of the people and organizations at the PERSOL Group?

Oba: Many employees who join the PERSOL Group mid-career frequently remark that "there are so many genuinely good people here." We place being "authentic" at the very top of our Five Core Principles, and I personally feel that

CHRO MESSAGE

With authenticity and sincerity, we embrace change and pursue "Career Well-being" for every individual

Tatsuyoshi Oba

Executive Officer, CHRO

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Message from the CHRO



I believe that pursuing "Career Well-being" leads to a more peaceful society.

many of our people genuinely approach both their work and our customers with authenticity. Internally, we foster flat relationships regardless of age, position, or experience, and we have a culture in which papering over issues is considered shameful. Being authentic not only leads to earning the trust of our customers but also underpins psychological safety and team strength, which we see as a core strength of our Group.

Another deeply embedded value is the belief that we need to make our own choices from a range of diversified work opportunities. In 2023, we introduced a Career Scouting Program that allows employees to be recruited across Group companies, and approximately 120 employees have made internal transfers to date. These transitions proceeded smoothly through extensive dialogue among stakeholders at each company, supported by a shared commitment to respecting individual career autonomy.

Our mission is to lead transformation and execute an HR strategy aligned with overall management strategy

— What do you see as your mission and role after assuming the position of CHRO in April 2025?

Oba: Even when we consider only the impact of generative AI, which is still evolving, it is clear that our businesses and organizations will undergo significant change going forward. By strengthening the linkage between management strategy and human resources strategy, and by boldly reshaping

our talent portfolio in response to changing circumstances, human capital management is called upon to evolve in ways far more dynamic than ever before. I am committed to demonstrating leadership that enables me to transform HR.

— Specifically, what kinds of initiatives are you considering?

Oba: While our business environment continues to change, human resource management encompasses both aspects that evolve and aspects that remain constant. What remains constant is our pursuit of social value creation and initiatives to enhance employees' "Career Well-being." We tell our employees, "Our business exists to create 'Career Well-being.' By adapting to societal changes and evolving together, let us strive to bring this vision to life." We aim to instill both a steadfast commitment to this purpose and a culture that views change as an opportunity to be embraced with enthusiasm. Change cannot be driven by management alone. We believe that the willingness of each employee to view change positively and to take on new challenges in a new era is what ultimately drives society forward.

We will also work to further enhance corporate value. When a group encompasses a large number of businesses, the value of individual companies can become difficult to discern, making it more susceptible to a conglomerate discount. In line with the Group's management strategy, we will advance Group-wide initiatives to develop the talent and organizational capabilities needed to support our evolution

into a "technology-driven HR service company."

In addition, it would be beneficial to expand Center of Excellence (CoE) functions and promote the shared use of HR services, so that HR teams at each company can allocate more time to acting as strategic partners to management. Developing models for the use of technologies such as generative AI and introducing them to each company to help reduce labor and improve quality would be effective.

A peaceful society lies beyond "Career Well-being"

— What are your expectations for how we will work in 2030?

Oba: At the risk of sounding bold, I believe that pursuing "Career Well-being" leads to a more peaceful society. Many societal problems emerge when people lack breathing room in their lives and are unable to feel happiness or enjoyment. Limited access to work opportunities heightens anxiety, narrows people's perspectives, and ultimately makes social divisions more likely to occur.

Our first step is to realize "Career Well-being" within the PERSOL Group. We want to pilot initiatives that enhance the joy of working and share what we learn—successes and failures alike. Seeing the world move substantially closer by 2030 to a place where everyone can work with a sense of well-being would be incredibly rewarding.

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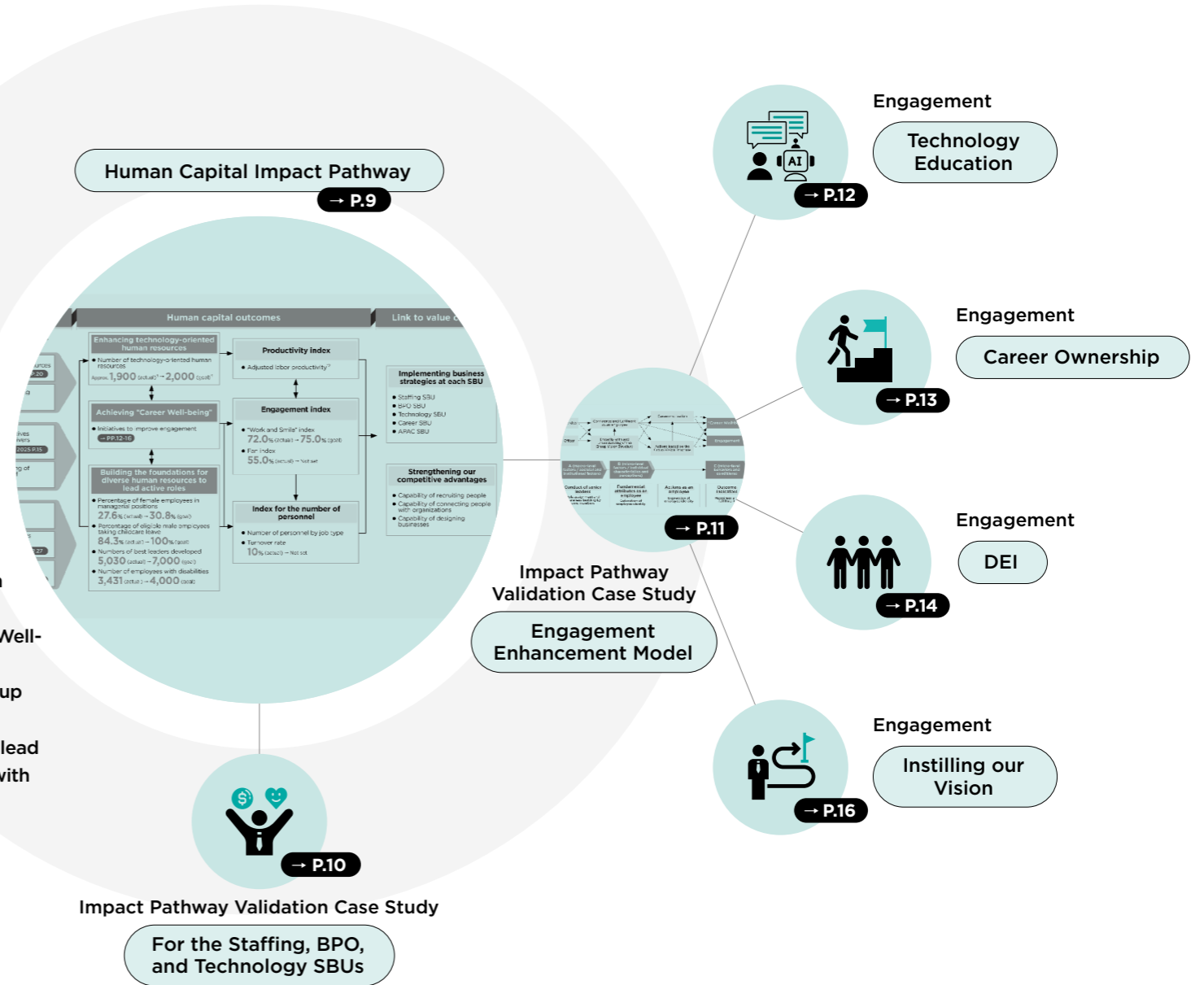
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1 Ch. Initiatives

Pathway to Becoming a "Career Well-being" Creation Company

The PERSOL Group is advancing initiatives across three areas—initiatives for society, initiatives through businesses and services, and initiatives for Group employees—as it works toward becoming a "Career Well-being" Creation Company. [Integrated Report 2025 P.20](#)

Here, we focus in particular on initiatives for Group employees and staff, and present the Human Capital Impact Pathway that illustrates how these initiatives lead to the Group's value creation (outcomes), together with specific initiatives, supported by models and data.



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Human Capital Impact Pathway

Continuing to invest in human capital to create value in 2030

Under the PERSOL Group Mid-Term Management Plan 2026, the PERSOL Group is pursuing human capital investments totaling approximately 200 billion yen. In FY2024, we visualized the linkage between these investments and value creation (outcomes) toward 2030 as the Human Capital Impact Pathway. Although the principal KPIs of our human capital strategy are largely on track, we are identifying

challenges and taking action across the Group as well as within individual SBUs and FUs in areas where progress has not met initial assumptions. [Integrated Report 2025 P.34](#)

With regard to employee "engagement," a key monitoring indicator in our human capital strategy, we analyzed historical employee engagement survey data to examine the mechanisms through which engagement increases. Based on these findings, we developed an Employee Engagement Enhancement Model, which will be applied in planning initiatives to enhance employee engagement and "Career Well-being." [→ P.11](#)

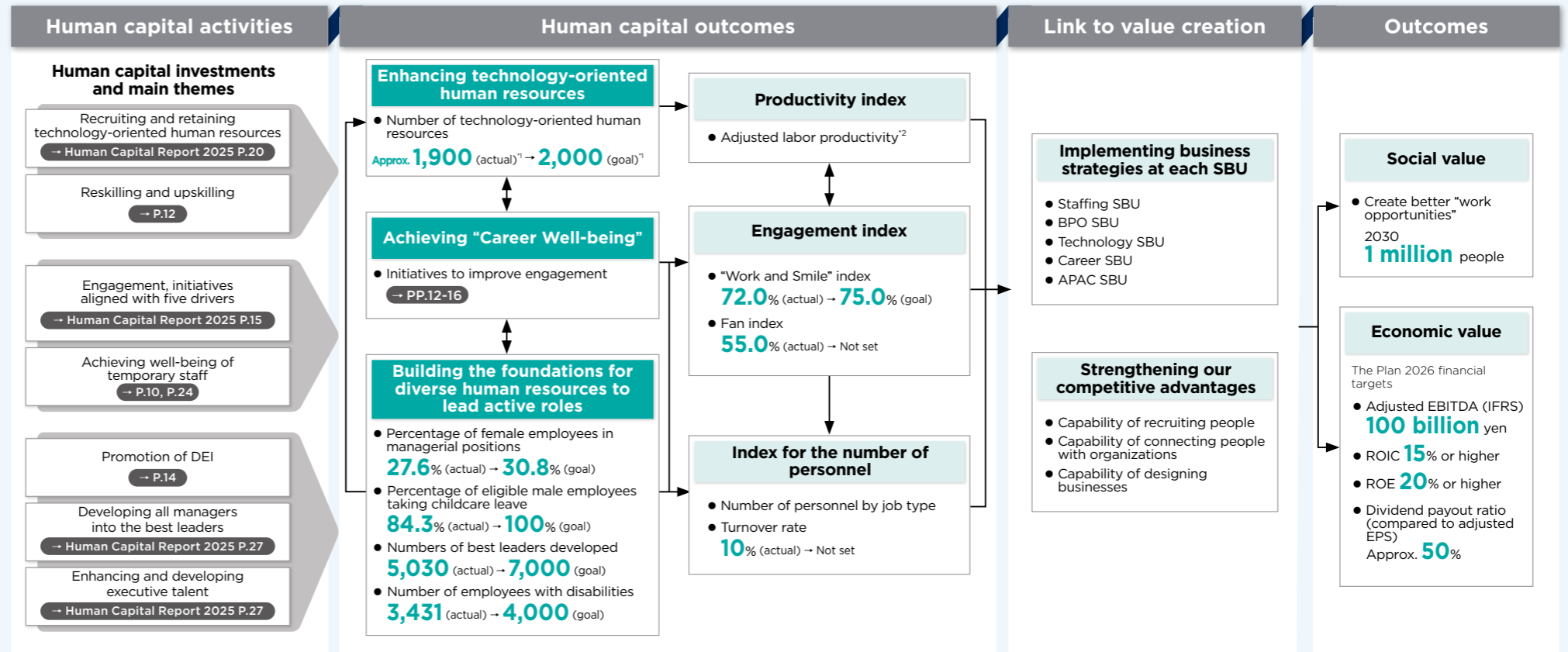
Furthermore, for temporary and outsourcing staff (Staffing, BPO, and Technology SBUs), we have conducted a

second consecutive year of analysis to more precisely assess how improving staff engagement can lead to social value (non-financial value) and economic value (financial value).

[→ P.10](#)

Breakdown of a 200-billion-yen-scale investment

Employee benefits, including wage increases	Education investment	Amount increases in share-based compensation scheme	Additional personnel costs
Approx. 50 billion yen	Approx. 3.5 billion yen	Approx. 3.5 billion yen	Approx. 140 billion yen



¹ Actual values are set as "FY2024," and target values are set as "FY2025."

² Adjusted labor productivity = Adjusted added value (adjusted EBITDA + SG&A labor costs + SG&A rents + taxes and dues + SG&A IT investments) ÷ the number of SG&A personnel

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Impact Pathway Validation Case Study (For the Staffing, BPO, and Technology SBUs)

Enhancing financial and non-financial value through temporary staff support

In the PERSOL Group's temporary staffing business, we have defined "re-employment rate," "billing rate," and "period of continuous employment" as KPIs representing the business-specific value we provide. We believe that improvements in these indicators lead to financial value such as higher revenue.

Since FY2023, we have also been assessing which initiatives have a positive impact on these value-creation KPIs and exploring how the "Career Well-being" of temporary staff, a key non-financial value, can be further enhanced.

As a result of validation conducted in FY2023 and FY2024 using the same target data and analytical methods, we confirmed a trend in which temporary staff with higher fan index* scores also tend to exhibit higher "Career Well-being."

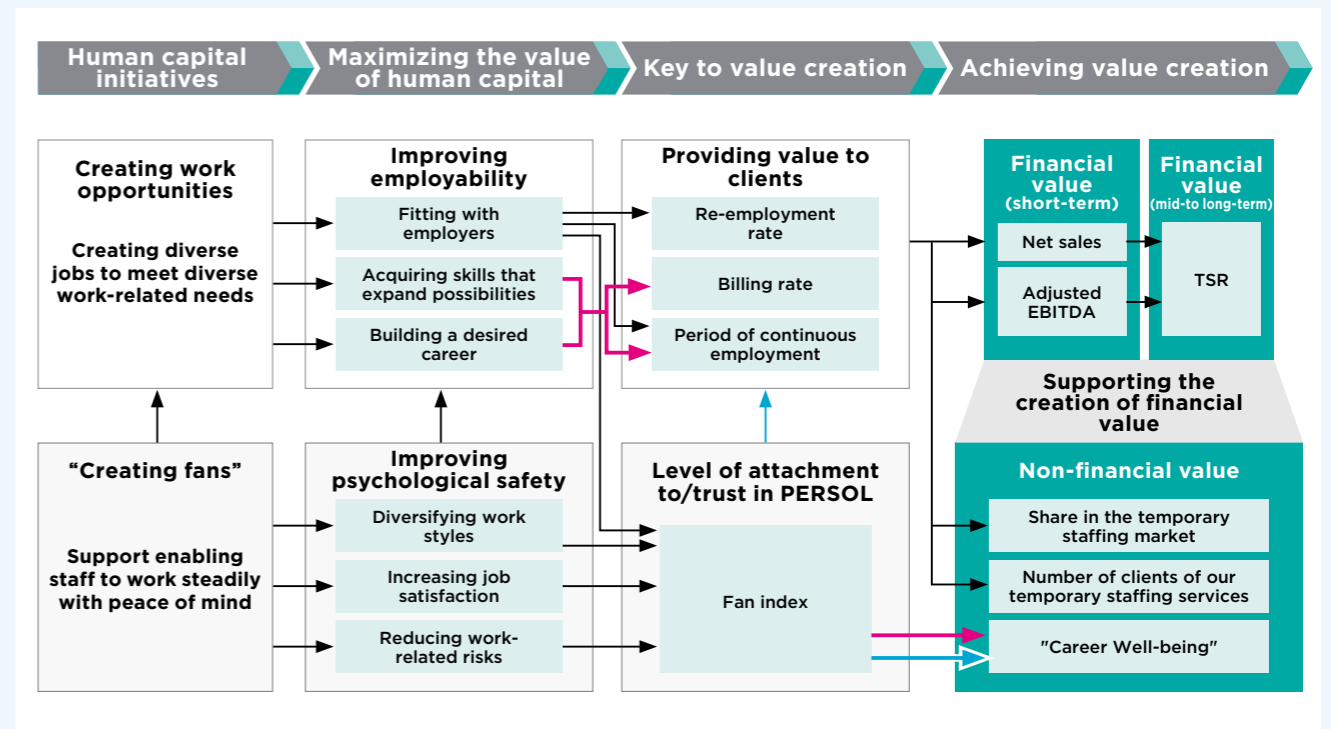
The FY2024 analysis confirmed correlations between billing rates, period of continuous employment, and various initiatives targeted at temporary staff, highlighting the potential effectiveness of support for skill acquisition and career development. More specifically, higher satisfaction with career support services, strong demand for such services, and participation in training programs were associated with higher billing rates. Furthermore, a clear understanding of and satisfaction with the Company's skill-up support programs, together with satisfaction with career support, showed a tendency to lead to longer periods of continuous employment.

In light of these results, the three SBUs that engage temporary and outsourcing staff are continuing and strengthening initiatives that support staff skill development and career building.

*Fan Index: An engagement index that shows the level of attachment and trust toward PERSOL

Validation results	<ul style="list-style-type: none"> • The higher the fan index, the higher the "Career Well-being." • When support for skill development and career-building is enhanced, there is a tendency toward higher billing rates and longer periods of continuous employment. • The greater the fondness for the temporary work style, the greater the likelihood of continued employment the following year.
Data subject to analysis	<ul style="list-style-type: none"> • Scope of analysis: Temporary and outsourcing staff of PERSOL TEMPSTAFF, PERSOL BUSINESS PROCESS DESIGN, and PERSOL CROSS TECHNOLOGY • Data used: Staff surveys for FY2023 and FY2024, respondent demographic attributes, and KPI data
Analysis method	<ul style="list-style-type: none"> • Structural equation modeling to analyze the relationships between indexes • "Career Well-being" is treated as a latent variable for the three indicators, while the other variables are analyzed as observed variables.

Pathways to financial and non-financial value and validation results



→ Logically expected path
 → Pathways with confirmed correlation in FY2024 (common across Staffing, BPO, and Technology SBUs)
 → Pathways with stronger correlation confirmed compared to FY2023 (Staffing SBU)

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Impact Pathway Validation Case Study (Engagement Enhancement Model)

Development of the Employee Engagement Enhancement Model

Research into the mechanisms for improving employee engagement and "Career Well-being"

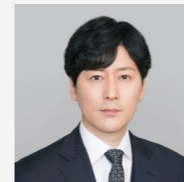
At the PERSOL Group, we have designated five items—including the "Career Well-being" index jointly developed with Gallup, Inc.—as key Group indicators (the "Work and Smile" index). We monitor performance through an annual engagement survey and continuously work to improve these indicators.

Based on four years of survey data from FY2021, we analyzed the mechanisms that drive higher employee engagement and "Career Well-being," and formulated the Employee Engagement Enhancement Model (the "Model"). The findings, as expected, indicate that strengthening employees' career aspirations is essential. Achieving this requires enhancing positive emotions such as confidence and a sense of fulfillment. Employees' confidence and fulfillment are influenced in part by their empathy with and understanding of the Group's Vision Structure. Furthermore, the study also revealed that the conduct of executives and supervisors plays an important role in strengthening employees' confidence and fulfillment, as well as their empathy with and understanding of the Group's Vision Structure.

Within the model, the positioning of empathy with, understanding of, and action aligned with the Vision Structure highlights the importance of employees developing and exercising their organizational identity. The findings from this analysis will be used to inform initiatives aimed at improving employee engagement and "Career Well-being," and we will also continue to validate the model on an ongoing basis.

Message This research was conducted in collaboration with Business Research Lab, Inc.

The PERSOL Group's Employee Engagement Enhancement Model is distinguished by its sophisticated integration of academic knowledge and practical time-series data. In a human resources domain that can easily become dependent on experience-based practices, this evidence-based approach allows for both the design of initiatives and the validation of their effectiveness, and may serve as a model for other organizations. Notably, the Group's vision serves as a critical driver of the model, supporting the concurrent advancement of employee engagement and well-being.

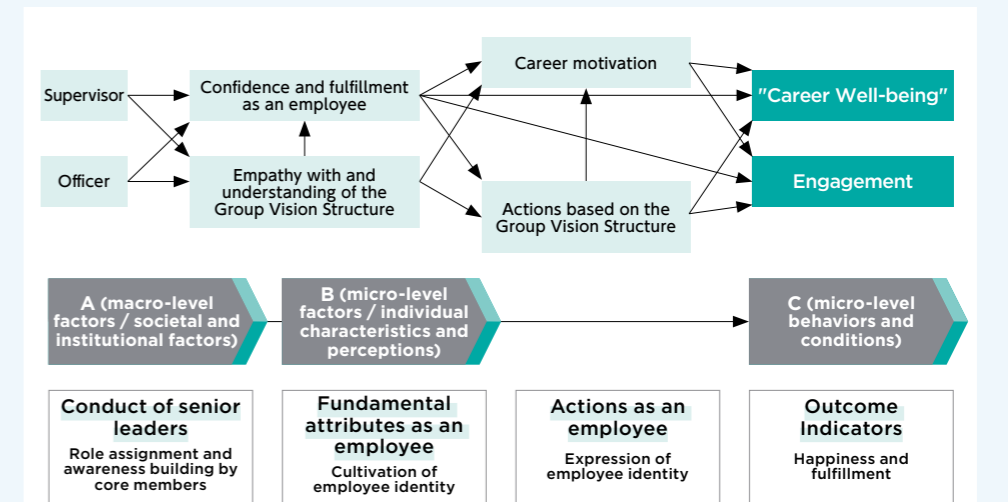


Mr. Yoku Date
CEO, Business Research Lab, Inc.

Research overview

Main findings	<ul style="list-style-type: none"> ● The actions, behavior, and attitudes of executives and managers form the foundation for strengthening employees' confidence and fulfillment, as well as their empathy with and understanding of the Group Vision Structure. ● Empathy with and understanding of the Group Vision Structure translate into behavior aligned with the Vision Structure and increased career motivation among employees. ● Employees' confidence and fulfillment drive Vision-Structure-based behavior and higher career motivation, while also directly enhancing employee engagement and "Career Well-being." ● Vision-Structure-based behavior and stronger career motivation, in turn, lead to higher employee engagement and improved "Career Well-being."
Data subject to analysis	<ul style="list-style-type: none"> ● Employee Engagement Survey Results (FY2021-FY2024) (Excluding the Asia Pacific SBU)
Approach to model development	<ul style="list-style-type: none"> ● Theory-based model exploration ● Data-driven model exploration ● Development of an "integrated model" combining theory-based and data-driven approaches ● Empirical validation of the integrated model (to confirm its fit with actual data)

Research outcome: Employee Engagement Enhancement Model*



Note: A comprehensive validation of the overall model was conducted using an analytical framework (multilevel SEM) that separates individuals and their affiliated organizations. The results demonstrated that all model fit indices met the established criteria (a model is considered acceptable when CFI, NFI, and TLI are .950 or higher, and RMSEA is .050 or lower).

Model fit indices: CFI = .994, NFI = .994, TLI = .973, RMSEA = .034.

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Engagement—Technology Education

Providing learning opportunities toward mastering new technologies

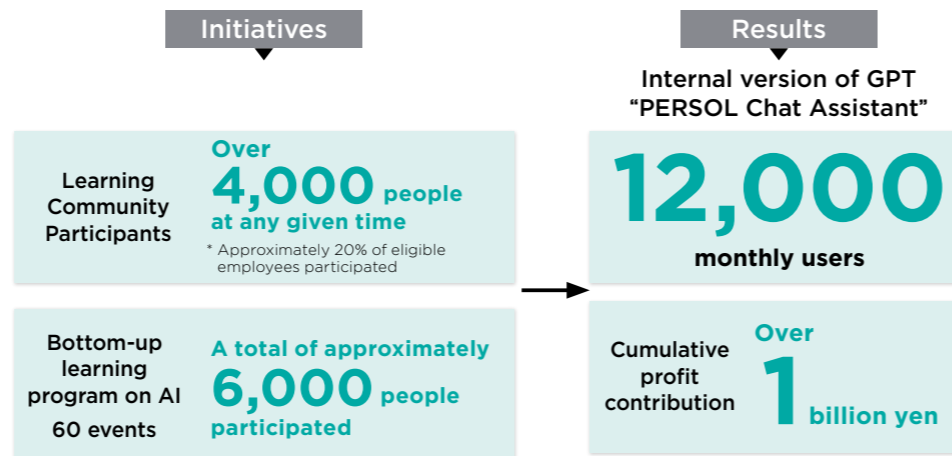
Employee-focused initiative: internal version of GPT “PERSOL Chat Assistant (CHASSU)”

In response to heightened competition for talent and a declining working-age population, the PERSOL Group is working on reskilling initiatives to develop technology-oriented human resources, as well as upskilling efforts to strengthen employees’ IT literacy. One such initiative is the internal version of GPT-based platform, PERSOL Chat Assistant (CHASSU), which is being rolled out and utilized across domestic group companies. By organizing a systematic learning framework for generative AI skills, we provide co-creation-focused learning opportunities that allow employees to master new technologies in an engaging way.

Placing importance on the voluntary, bottom-up expansion of generative AI use by employees, we released our internal version of GPT platform, PERSOL Chat Assistant, in August 2023. Since then, employees interested in ChatGPT have formed a core community, leading to the growth of an internal learning community for peer-to-peer information sharing and discussion. The community has expanded to over 4,000 members (as of June 2025; the same applies to the figures below). This is equivalent to around 20% of the target employee population.

We have held 60 study sessions and events on various AI topics, with a cumulative total of approximately 6,000 employees participating. Employees are also actively creating job-relevant

Progress in utilizing generative AI as led by frontline employees



* As of June 2025

prompts (instructions and commands for generative AI). These prompts have been downloaded some 16,000 times in total. Monthly users of our internal version of GPT, “PERSOL Chat Assistant,” reached 12,000, and the estimated cumulative profit contribution has exceeded 1 billion yen. To promote appropriate AI utilization, we have also conducted group examinations for generative AI certification, with the aim of enhancing AI governance awareness and literacy.

Furthermore, we are expanding the use of our internal version of GPT platform and advancing initiatives to enable the autonomous application of generative AI in day-to-day operations. Central to this effort is the “Citizen Development of AI Agents” initiative, released in January 2025, which provides functionality for creating AI agents using no-code and low-code tools. This has led to a growing number of employees developing and utilizing AI agents to solve their own business challenges. These agents are being applied for a wide range of purposes, including workflow efficiency improvements, document creation, research, and internal Q&A and FAQ support. Notably, 99% of the developers are non-engineers and include staff in sales, planning, and customer support. Employees with a deep understanding of their operations are building the AI agents they themselves require. As of September 2025, 107 AI agents had been released and were being used by 891 employees, with both numbers continuing to increase.

In recognition of these initiatives and accomplishments, we received an award in the JAPAN HR DX AWARDS 2024. Going forward, we will move beyond prompt development and day-to-day applications to cultivate a corporate culture that encourages employees to independently learn and adopt new technologies.

Initiatives for temporary staff: “Code; Without Barriers in Japan”

For temporary staff, we offer the digital talent development program “Code; Without Barriers in Japan” in collaboration with Microsoft Japan. This program is designed to support staff career development and has the following features.

- (1) Participants learn the basic mechanisms and functions of Microsoft’s generative AI tool, Microsoft Copilot, and work through practical examples to gain a concrete understanding of how Copilot can be utilized in actual business operations and development.
- (2) Upon completion of the course, participants receive a digital badge that serves as proof of their skills and is useful for performance reviews both within and outside the Company.
- (3) The course is offered entirely free of charge and in an online format, making it accessible from any preferred location, including home or the office, allowing learners to study at their own pace without time restrictions.
- (4) Two types of courses are available: a beginner-level foundational course and a more practical, application-oriented course, enabling participants to choose the option best suited to their level.

We aim to have 10,000 registered staff members take the course by the end of March 2026.

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Engagement—Career Ownership and DEI

Providing diverse opportunities to support career development

Context for advancing career ownership

At the PERSOL Group, we have set "autonomy" as a key driver for improving employee engagement. Guided by the idea embodied in our Group Vision tagline, "we need to make our own choices from a diverse range of work opportunities," we focus on supporting each employee's career ownership, defined as the willingness and actions to proactively build one's own career. This philosophy is strongly embedded in our Group-wide HR systems and initiatives, which offer diverse opportunities at each step of the career-building process.

Focusing on supporting employee "action"

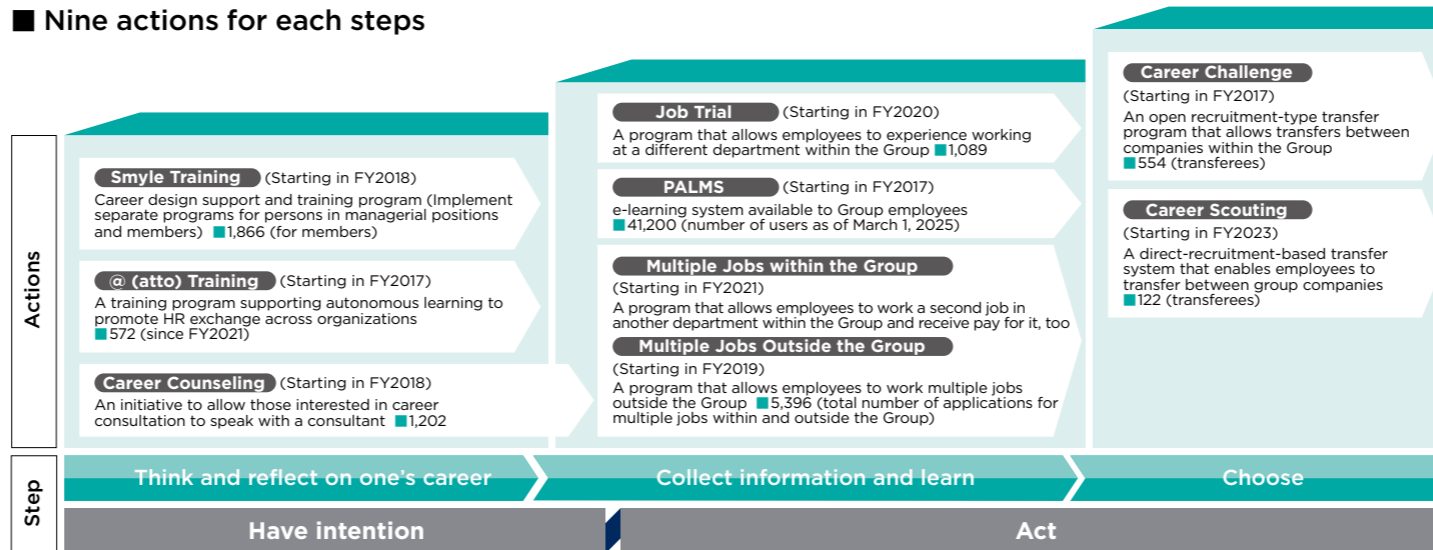
Among the initiatives emphasized in the PERSOL Group Mid-Term Management Plan 2026 is support for "action" in career development. Feedback from engagement surveys—such as "I know what I want to do, but I don't know how to act on it," or "I'm interested in transferring, but I don't understand my own potential"—revealed a segment of employees who are motivated to take ownership of their careers but have not yet been able to take concrete action. To support these

employees, we introduced Career Scouting, a direct-recruiting-style internal transfer program, in FY2023. This system provides employees with opportunities to broadly explore their potential and to take ownership of their career choices. By posting their career profiles on an internal system, employees can receive direct scouting offers from other departments within the Group, and upon passing the selection process, transfer to the new role.

Career Scouting: Supporting "action"

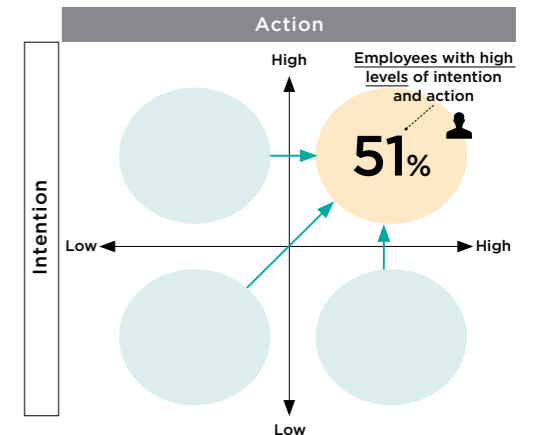
In its second year, Career Scouting recorded 676 registered participants, an increase of 110 year on year. As noted above, one of the primary objectives of this program is to support career-building "action." A survey of employees who transferred during the current fiscal year revealed that the Career Ownership Index, defined as the proportion of employees who take proactive action with the intention of building their own careers, improved by a factor of 1.42 after using the program. In addition, improvements were confirmed even among employees who did not receive their preferred scouts or who were not selected in the screening process. These findings indicate that use of Career Scouting helps foster career ownership by encouraging proactive career-building behavior, regardless of scouting outcomes or selection results. Participating employees commented that "the registration process encouraged reflection and self-review, prompting me to think more deeply about how I want to contribute to the future," and "scouting generated communication opportunities and helped me learn more about work and roles across the Group." These responses indicate the emergence of diverse career-building actions.

Nine actions for each steps



*All figures shown are cumulative user totals as of the end of March 2025, excluding PALMS, multiple jobs within and outside the Group.

Aim to achieve a state in which both "intention" and "action" toward career building are present



*Engagement survey results for FY2024

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Engagement—Career Ownership and DEI

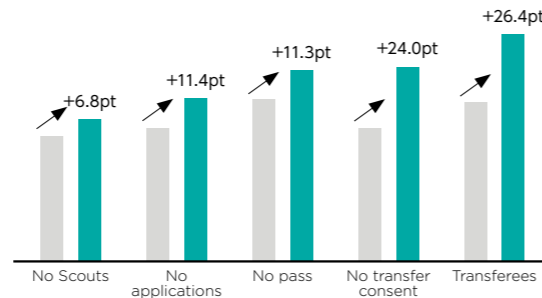
Starting support for department managers, as well

Starting in FY2025, we strengthened our support for department managers. Even for senior leaders who form the core of organizational management, it is essential to take greater ownership of one's career and proactively shape one's professional path. While maintaining a balance with business operations, we developed an individualized support system that enables opportunities such as transfers across the Group companies. In practice, we conducted a career-preference survey among department managers to confirm their career visions and plans for achieving them. We identified employees who required support to realize their visions and, through repeated dialogue with each individual, offered customized proposals and support tailored to their specific situations. As a result, the initiative contributed to several successful transfers and redeployments. One participant shared, "Through dialogue and matching, I was able to objectively recognize what I truly value. As a result, I was able to make decisions with a strong sense of commitment."

Helping employees take small steps in their careers

Proactively engaging in daily work and actively building relationships with others to expand one's network are behaviors that deepen career awareness and enhance career capital. However, until now, our initiatives have primarily focused on major decisions and a certain level of administrative effort, such as providing opportunities for work experience in other departments or internal transfers, leaving a shortage of approaches that employees could engage in more casually. To address this, we have also launched initiatives that encourage employees to think about and take action on their careers in a natural and sustainable way. Specifically, we developed a Group-wide Career Ownership Guide, providing a shared framework for thinking about careers as well as tips for small, practical career-building actions. We have also placed emphasis on the value of

Changes in career ownership after using Career Scouting



Focus on creating opportunities for dialogue through interactive events



In FY2025, we held a forum for discussing careers called "Career Cafe for All."

"career dialogue" fostered through informal connections and now host interactive events titled "Career Cafe for All" about twice a month. These sessions provide a forum where employees can openly discuss career concerns and career design with one another, and to date, more than 300 employees in total have participated.

Creating an organization that makes the most of diversity

Promoting DEI to Become a "Career Well-Being" Creation Company

Based on the belief that "Career Well-being" can only be realized when people understand, respect, and make the most of one another's values, the PERSOL Group is promoting DEI (Diversity, Equity & Inclusion) on a Group-wide basis.

Our vision for DEI

Transforming the organization into an environment where everyone can thrive

Metrics of diversity in decision-making

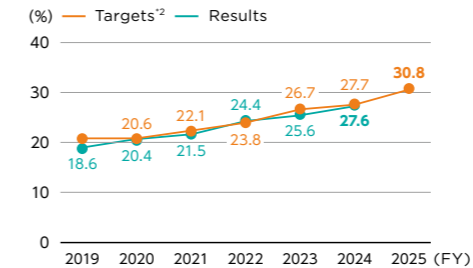
Percentage of female employees in managerial positions FY2030

37%

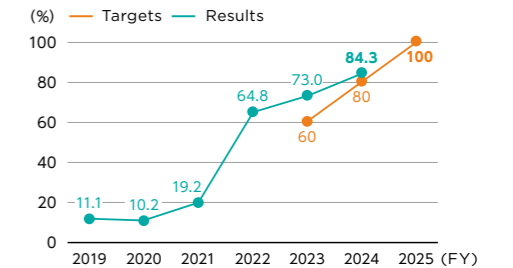
Percentage of eligible male employees taking childcare leave From FY2025 onwards

100%

Percentage of female employees in managerial positions¹



Percentage of eligible male employees taking childcare leave (One day or more)³



¹ The figure excludes employees at Asia Pacific SBU, associates employed for indefinite terms at PERSOL Group companies, and some domestic Group companies that have not yet completed the introduction of a common human resource management system. Actual FY2024 results are as of April 1, 2025, and targets for FY2025 are as of April 1, 2026.

² Targets are set based upon the ratio of female employees in career positions within all domestic Group companies.

³ From FY2022 onwards, the percentage of employees taking childcare leave or using the leave program for childcare purposes among employees giving birth (or whose spouse gave birth, in the case of male employees) or adopting children in the fiscal year is calculated. (Until FY2021, the percentage of those who start taking childcare leave in the fiscal year of childbirth or a later fiscal year was calculated.)

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Engagement—Career Ownership and DEI

Efforts to promote gender diversity

With a particular focus on gender diversity within its DEI initiatives, the Group has been promoting efforts on a cross-group basis, centered on the Gender Diversity Committee, an organization established in 2021 that reports directly to Group management. In April 2025, Kyoko Kida, formerly Chair of the Committee, was appointed Chief Gender Diversity Officer (CGDO) and now leads these initiatives.

The Committee conducts quarterly monitoring of each SBU, combining quantitative metrics—including gender balance in management promotion processes, male employees' uptake of childcare leave, and progress toward targets—with qualitative assessments, such as reviews of initiatives to address identified issues and their implementation status. These insights are used to define next steps and facilitate information sharing across SBUs. The Group also places strong emphasis on management commitment to accelerate Group-wide initiatives and cultivate a supportive organizational culture.

As a result of these initiatives, in FY2024 the percentage of female managers was 27.6%, and the percentage of eligible male employees taking childcare leave reached 84.3%. Regarding male childcare leave, around half of eligible male employees took leave for one month or longer, and the average duration of leave continued to increase. Furthermore, the percentage of female executives, which serves as one indicator of diversity in management decision-making, was 19.0% as of April 2025.

Initiatives to strengthen management commitment

Theme	Initiatives
Have a clear management agenda	<ul style="list-style-type: none"> ● Incorporate short-term incentives (STI) for all holdings executives
Update knowledge and information	<ul style="list-style-type: none"> ● Hold lectures by external experts and business managers
Top management takes the initiative	<ul style="list-style-type: none"> ● Visualize the actions required of top management and periodically review and discuss these actions
Deliver messages in one's own words	<ul style="list-style-type: none"> ● Continuously communicate and verbalize messages from top management through gender diversity reports, etc.



🔗 About the latest Gender Diversity Report (No. 3) (in Japanese only)

Expanding support for LGBTQ+ individuals

The PERSOL Group is also committed to supporting LGBTQ+ individuals. As of April 2025, the Group expanded the scope of employee benefit programs for same-sex partnerships beyond select the Group companies where they had previously been piloted. The Group also introduced a formal preferred name policy and launched a dedicated consultation hotline.

🔗 LGBTQ+ support system (in Japanese only)

To foster greater knowledge and understanding of LGBTQ+ issues among all employees, we provide an e-learning program titled "Learning about Diverse Sexual Identities." This program is made available free of charge to the public, in addition to the DEI Literacy Training offered to all Group employees.

🔗 "Learning about Diverse Sexual Identities" e-learning program (in Japanese only)

🔗 DEI Literacy Training (in Japanese only)

Employees have responded positively to these initiatives, commenting that they are "pleased and reassured by PERSOL's proactive support for LGBTQ+ communities," and that "having a dedicated consultation desk to turn to when facing challenges in customer interactions is extremely valuable."

Overview of major internal systems and support

Theme	Start date	Initiatives
Establishment of HR systems such as employee benefits	April 2025	<ul style="list-style-type: none"> ● Expanded scope from 2 to 16 companies. ● Benefits associated with legal marriage have been expanded to apply to employees who enter into same-sex partnerships. As an initial step, three marriage-related celebratory benefits were introduced in April 2025: marriage gifts, congratulatory messages, and special leave for marriage. Other benefit programs will be rolled out in stages.
Formalization of the use of preferred names within the Company	April 2025	<ul style="list-style-type: none"> ● Upon request from transgender employees, a name different from their legal name may be used. ● Employees in same-sex partnerships may use their partner's surname.
Establishment of an "LGBTQ+ Workplace Consultation Service"	April 2025	<ul style="list-style-type: none"> ● Opened an external consultation service specializing in LGBTQ+ issues. The service provides anonymous access for LGBTQ+ individuals as well as for non-LGBTQ+ personnel seeking advice on inclusive practices and appropriate workplace responses. The consultation desk is also available to temporary staff dispatched by PERSOL.
Training and awareness-raising activities to prevent harassment and discrimination and promote understanding of diversity	2019	<ul style="list-style-type: none"> ● Conducted in-house e-learning programs, including "DEI Literacy Training" and "Learning About Diverse Gender Identities."

We became a signatory to the WEPs and joined the Valuable 500

In 2024, the PERSOL Group endorsed and signed the Women's Empowerment Principles (WEPs), a set of principles that guide companies in proactively promoting women's empowerment. In 2025, the Group also joined The Valuable 500, a global initiative dedicated to advancing the participation and success of people with disabilities. By ensuring equal opportunities, we aim to maximize the potential of all members.

In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office



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Engagement—Instilling Our Vision

From Vision Structure Instillment to Behavioral Change

Why focus on Vision instillment?

The PERSOL Group regards improving employee engagement as a critical management priority and is working to instill its Vision Structure, which forms the foundation of the Group's management approach. These efforts began when Takao Wada, President and CEO, perceived that understanding of the Vision Structure across the Group might be fading. In response, the Group began in-depth discussions in FY2023 to enhance Vision instillment and conducted the "Group Vision Structure Awareness Survey (An awareness survey on the PERSOL Group's Vision Structure)" as a pilot initiative in January 2024. The survey revealed high levels of awareness for all components of the Vision Structure: 95% for the Corporate Philosophy, 81% for the Core Principles, 85% for "who we want to be," and 100% for the Group Vision. However, levels of "understanding" and "empathy" toward the Group Vision were only around 60–70%, and only about 50% of employees reported being able to put the Vision into "action." These findings revealed a gap between awareness and action.

Accordingly, in FY2024, the Company designated the instillment of the Vision Structure (awareness, understanding, empathy, and action) as a key management priority and has since been implementing various internal communication initiatives. We have also put in place a mechanism that links the level of Vision Structure instillment to executive compensation, creating a structure in which senior

FY2024 Vision Structure Awareness Survey



management is proactively involved. Going forward, we will advance Vision instillment as a foundation for sustainable corporate value creation, rather than as a temporary initiative.

Initiatives to encourage "action" through "understanding" and "empathy"

As part of our efforts to instill the Vision Structure, we established a KPI to increase the "understanding" indicator from 70% (FY2023 results) to 72% (FY2024 target), and achieved an actual result of 75%. In FY2025, improving the "action" indicator will be a key priority, with a target of increasing it from 53% (FY2024 results) to 55%.

While we have implemented a wide range of initiatives so far, we highlight here three of our primary efforts.

The first is the annual PERSOL Group All Meeting, a company-wide event that all employees are required to attend. In FY2024, the Vision Structure was depicted as a mountain, and employees were cast as the protagonists of a story, embarking on a journey to climb it—an immersive production designed to deepen engagement. In addition to a presentation by CEO Wada on the intentions and values embedded in the Corporate Philosophy, the event included a Q&A session with employees. Approximately 20,000 employees participated via Zoom, and the post-event survey confirmed a high level of satisfaction, with a positive response rate of 86%.

The second initiative is the Group's first official Vision Structure content, the "PERSOL CULTURE DECK." As with the PERSOL Group All Meeting, the Vision Structure is depicted as a mountain, expressing the idea of advancing toward Vision realization by climbing it step by step. To generate interest, we added a "Find Your Working Mountaineer Type," which succeeded in drawing many participants. Increasing participation further will be a key challenge going forward.

The third initiative involves "PERSOL's Apu-Katsu (Self-Update Activities)." In February 2025, PERSOL conducted a three-day workshop as a feasibility study. Rather than explicitly emphasizing Vision instillment, the program was designed around the idea of "updating oneself," which resulted in applications exceeding capacity by more than two times. Participant satisfaction was high, and a follow-up survey one week later showed that the share of participants who stated they "consistently act with the Core Principles in mind" increased from 22% to 45%. Given these results, the Group plans to continue the program on an expanded scale.

As a further initiative, we are examining the introduction of an internal "Evangelist" program designed to instill the Vision across the organization, timed with the 10th anniversary of the PERSOL Group brand in 2026. Through such a multifaceted approach, we will steadily advance from the instillment of the Vision Structure to behavioral change, aiming to improve engagement.



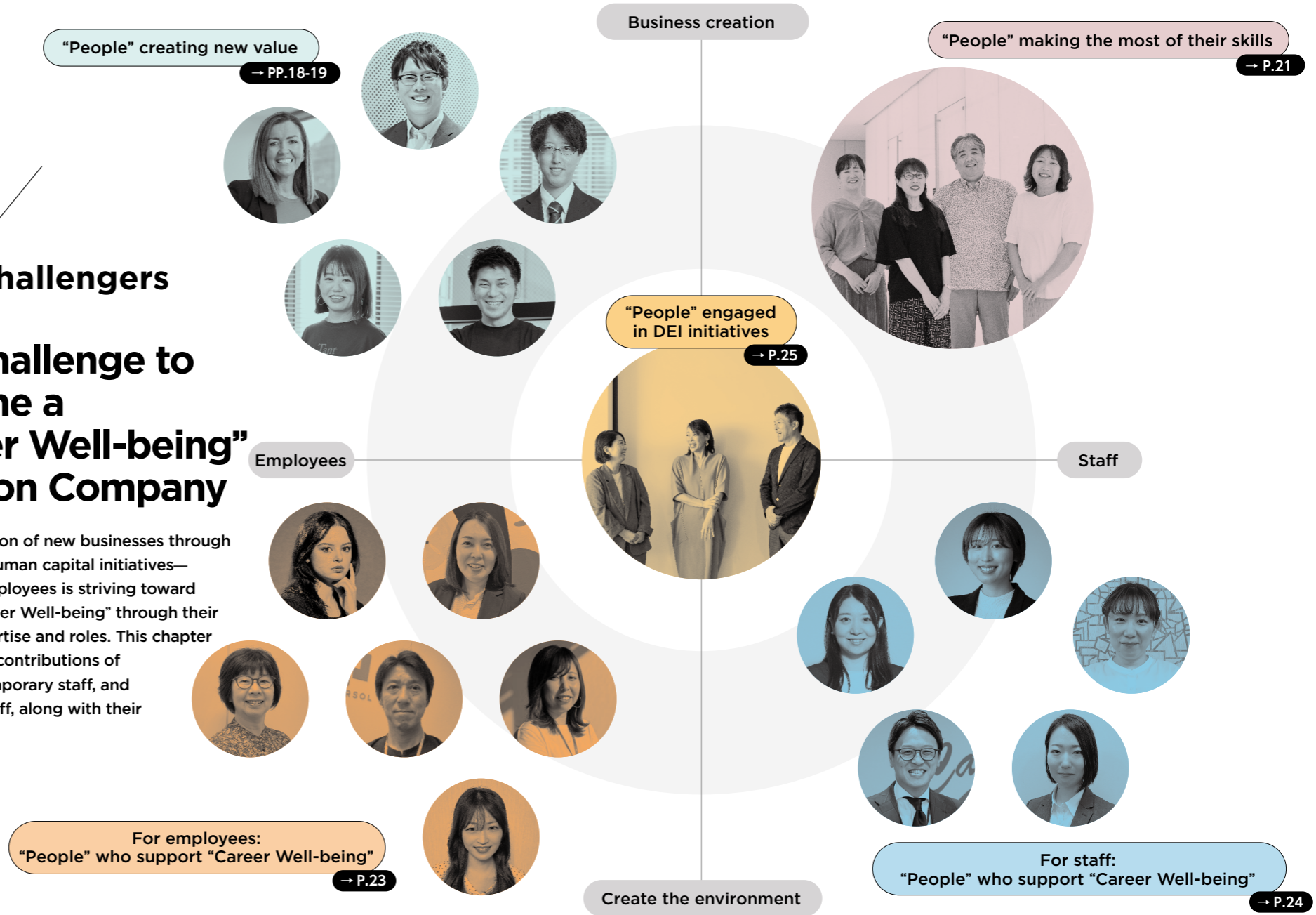
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ch. 2 Challengers

Our Challenge to Become a "Career Well-being" Creation Company

From the creation of new businesses through to advancing human capital initiatives— Each of our employees is striving toward achieving "Career Well-being" through their individual expertise and roles. This chapter introduces the contributions of employees, temporary staff, and outsourcing staff, along with their aspirations.



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Interview with New Business Manager



Connecting users to full-time and long-term employment based on their gig-shift history

Sharefull Agent is a service that connects users (job seekers) to full-time or long-term employment based on their work history using the short-term job app "Sharefull." According to a survey conducted by our company, 51% of Sharefull users are looking for long-term employment. In speaking with such users, I noticed challenges in how they made career choices. Specifically, they were choosing their careers based solely on the limited information they had, thereby narrowing their own potential. We launched this business because we wanted to bring to light users' potential career options. In addition, their work history in gig-type jobs can help with the assessment of how they work. We believe that people's efforts in gig work can pave the way to full-time employment.

In providing support, we are working to lower the psychological hurdles to changing jobs, for example by using generative AI to help create resumes. Because job information can be shared within the PERSOL Group, this streamlines client acquisition and sales activities. When the beta version launched in February 2024, in just the first three months, around 20 people had already secured jobs. This was a stronger response than we anticipated.

We are driven by a critical view of industry conventions We want to bring "Work and Smile" to a range of people

Since graduating from university, I have worked in the recruitment industry. In that time, from the standpoint of business efficiency, I had felt uncomfortable that younger generations and low-income groups tended to be a lower priority when providing services. Rather, I came to believe that it was precisely these people who most needed support in changing jobs, and that in terms of expanding their career possibilities, the value of career advisors' involvement would be maximized.

I had long sympathized with PERSOL's vision, "Work and Smile," along with Sharefull's mission of Expanding Everyone's "Work" and Creating a New Way of "Working," and so I changed jobs and joined the company in November 2023. I shared the concept for "Sharefull Agent" with my supervisor who encouraged me, and so we began to commercialize this into a business.

People who have successfully changed jobs through Sharefull Agent have increased their annual income on average by around 700,000 yen, and I believe that this income stability provides them with more options in life. I really feel that we are literally creating a sense of "Work and Smile." Our efforts gained recognition at the FY2024 PERSOL Group Awards.

Currently, the business team has around 70 members who are working together and experiencing the genuine emotions that arise precisely because they engage seriously with users: being delighted by their successful job changes, and experiencing a sense of regret when they cannot fully support them. I am so happy that we have been able to create such a field. I feel that this is where my own "Career Well-being" resides.

Looking to the future, we plan to grow the team to around 200 members and expand our reach beyond users of Sharefull, targeting users from the Group as a whole who have not yet been reached by our services. If you start a business solely because it seems likely that it will be economically successful, but only later tack on a social meaning, others will simply copy you. I want to continue building our track record while constantly asking ourselves whether what we are going to do is truly meaningful to society.

INTERVIEW

Creating a route from short-term jobs to regular employment Commercializing "Sharefull Agent"

Takayuki Ogita

General Manager, Agent Business Division
Sharefull, Inc.

Profile

Joined a recruitment agency in 2011. Handled marketing, recruitment, and business promotion, and was also involved in launching businesses such as job advertisements, job fairs, and publishing. After time as a division manager, he joined Sharefull, Inc. in November 2023.

What is Sharefull Agent?

A recruitment service that introduces full-time positions, primarily to users of the Sharefull short-term job app. Career advisors propose suitable positions to job seekers from approximately 110,000 full-time job openings nationwide, and support them in finding employment or changing jobs.

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PERSOL Group Awards Recipient Project Story

Four Employees' Aspirations for Advancing "Career Well-being" in Society

The PERSOL Group presents the PERSOL Group Awards, which recognize employees and projects that contribute to realizing "Work and Smile" for all stakeholders. Here, we introduce some of the projects that received awards in FY2025, together with the thoughts of those responsible.

Interview |

Measure Development of a one-stop recruitment package for new graduate engineers from Vietnam

Building a bridge between Japan's manufacturing industry, which is facing labor shortages, and Vietnamese science and engineering students

We are working on a project that connects Japan's manufacturing industry, which is faced with a shortage of engineers and a decline in science and engineering students, with Vietnamese science and engineering students who are eager to work in Japan.

Bringing this to reality required that we overcome many challenges. These included administrative procedures, preparing living environments, cultural and language barriers, alleviating psychological burdens, and securing support from the companies accepting them. To address these challenges, we built a relationship and entered into a business partnership agreement with Hanoi University of Science and Technology. We have provided Japanese-language classes for students, along with 1.5 years of education that included introductions to Japanese culture together with company visits. We also established a consistent support framework covering everything from entry into Japan through to assignment at their workplaces, creating an environment in which they can confidently start their lives and work in Japan. We support Vietnamese engineers in working stably, so that they can build fulfilling careers.

With a love of Japan, these engineers came here to realize their dreams of learning about outstanding technologies. I have a deep respect for their effort and courage in resolving to work in an unfamiliar foreign country. I want to constantly be there for them so that they can embody "Work and Smile." Facing Vietnamese talent with that mindset, when I receive their thanks is when I personally feel my own "Career Well-being."

Through our involvement as an intermediary, we hope to enable outstanding foreign talent to fully and enthusiastically apply their abilities and contribute to the future of Japanese manufacturing. [Details here \(in Japanese only\)](#)

Mamiko Abe

Global Business Division
PERSOL EXCEL HR PARTNERS CO., LTD.



Interview |

Measure DX logistics project connecting Sado Island and Awashima Island with the mainland, for co-prosperity with urban centers

Valuing authenticity and professionalism Tackling the challenges faced by remote islands through a drone social implementation project

As a public project commissioned by the Ministry of Land, Infrastructure, Transport and Tourism, we are working on using drones on Sado Island and Awashima Island in Niigata Prefecture to address challenges such as industrial decline caused by falling population, labor shortages, and the high cost of logistics and transport to and from the mainland. This initiative requires not only expertise in drone operations but also an understanding of relevant laws and regulations, project management capabilities to successfully execute large-scale demonstration tests, and the ability to coordinate with private companies, local governments, local residents, and others. Another of our strengths is that we can provide comprehensive support, including on-site responses for demonstrations, planning, post-demonstration effectiveness verification, and analysis.

We are involved with many stakeholders ranging from government agencies and people in the fishing industry to residents and business operators in Tokyo who provide services, and in each of these, we prioritize "acting with authenticity." It is precisely because we build relationships of trust through an attitude of authenticity that we can overcome difficult challenges and share with everyone the joy of success. That is where I sense my own "Career Well-being." At the same time, I value the importance of maintaining a professional attitude of resilience, continually pursuing the best possible results.

This initiative leverages drone-centered ICT to tackle the challenges of regional revitalization. Looking to the future, we will aim to further optimize operations and improve cost structures. By standardizing our know-how and expanding into even more regions, we hope to create a society in which people in every area can feel their lives are richer. [Details here \(in Japanese only\)](#)

Hiraku Takagi

Leader, Drone Business Support Group 2
Field DX Solutions Division
PERSOL BUSINESS PROCESS DESIGN CO., LTD.



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PERSOL Group Awards Recipient Project Story

Interview |

Measure **Severe physical disabilities × short working hours × fully remote work**

Bringing "work" to people in any environment

We have undertaken an initiative to provide job opportunities and support the creation of the necessary environments for job seekers who have severe physical disabilities, who are eager to work but are unable to do so because of difficulties in commuting and working full-time.

We often felt lost or ended up in an impasse, as there was no precedent for developing new recruitment channels unlike conventional ones, designing work so that it can be done fully remotely, and establishing methods of communication. Through the cooperation of many people both within and outside the company and our own steady efforts, we were able to build an operational framework that supports the hiring and retention of people with disabilities.

Since my childhood, I have grown up alongside people with disabilities, and I believe that having a disability is unrelated to their abilities. I want people who have disabilities and are in environments where commuting or full-time work is difficult to be able to thrive and achieve self-fulfillment through their work. I also want them to be able to connect with many people by working. It is with this in mind that I have moved forward with this initiative.



I believe that what is important in realizing "Career Well-being" is to put into words and gain an awareness of how you want to be, and how you want to live. I feel that it is important to reflect on whether your work is connected to the future and way of life you want for yourself, in light of the work's meaning and significance, and to have people and places with whom you can share that. I would like to extend such environments to people with disabilities as well.

We currently have an organization of around 40 members, but in five years we aim to expand to a 300-person structure, thereby bringing "work" to people all across Japan who are trying to realize "Work and Smile."

[Details here \(in Japanese only\)](#)

Naoaki Maruyama

Manager, Order Support Group 4
Staffing Outsourcing Business 2nd Department
PERSOL DIVERSE CO., LTD.

Interview |

Measure **From Classroom to Career**

Co-creative talent development connecting students and companies to the future Building a sustainable training and employment ecosystem

Many students tend to graduate without a clear vision for their future or practical experience, while companies face ongoing skills shortages and difficulty in attracting the next generation of workers. To address these issues, we have worked on building a system that enables students to gain work experience during their studies, cultivate employability, and gain confidence in their future. This initiative has been advanced by creating dialogue platforms that connect schools, employers, training providers, and government stakeholders.

For students, we have focused on early skill development to reduce their resistance to employment and provide a foundation for improving their sense of "Career Well-being." For companies, this initiative has strengthened training systems to support future talent acquisition. By addressing both individual job satisfaction and the sustainable talent development needs of the any sector, we are building a long-term and sustainable training and employment ecosystem.

I personally experience "Career Well-being" when I see students gain confidence in their future or discover their own strengths and growth, and I can feel that my work is positively influencing others. Additionally, as a parent of five children, I find fulfillment in initiatives like "From Classroom to Career," which may provide opportunities for future generations of children to pursue careers they hadn't imagined for themselves.

Too often, young people fall through the gaps, and it is our responsibility to be the bridge that helps them cross from where they are today to the future they deserve.

[Details here \(in Japanese only\)](#)



Sarah Renshaw

Programmed Skilled Workforce Pty Ltd

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Staff Roundtable Discussion

STAFF DISCUSSION

Four staff members share their perspectives

Balancing work and family without giving up personal goals A workplace where individuals can be themselves

Four people working as temporary and outsourcing staff within the PERSOL Group came together to discuss what they find appealing and rewarding about their ways of working.



Ms. Sunaga
Affiliated with PERSOL TEMPSTAFF CO., LTD. Temporary staff (permanent contract)
Responsible for office space design at a stationery and office furniture manufacturer

Ms. Kato
Affiliated with PERSOL BUSINESS PROCESS DESIGN CO., LTD. Outsourcing staff
Responsible for front-counter operations at a municipal office

Mr. Tsuchiya
Affiliated with PERSOL CROSS TECHNOLOGY CO., LTD. Temporary staff (permanent contract)
Responsible for system development at an engineering company

Ms. Nagai
Affiliated with PERSOL TEMPSTAFF CO., LTD. Temporary staff
Responsible for administrative work at an electric power company

An era in which working as temporary staff has value

—Tell us how you came to be in your current roles.



Ms. Nagai: I currently work in an administrative role at an electric power company. I used to work in retail, but after I got married, I wanted to change to an office job with weekends off. However, since I had no prior experience in administrative work, becoming a full-time employee felt like a huge hurdle. So, about ten years ago I registered with Tempstaff, and since then I have been working at my current company, moving between different departments.



Ms. Sunaga: I love design work, and consider it my calling. I used to work independently in a regional area and was very busy, but over time I started thinking about what might happen if my health declined or if I needed to care for my parents in the future. About 10 years ago, when my husband was transferred to Tokyo, I took that opportunity to rethink how I wanted to work and began looking into temporary employment. I found that the benefits were solid and that it offered a high degree of flexibility. After



registering with Tempstaff, I was introduced to a role designing office layouts, and I've been working there ever since.

Ms. Kato: I registered with PERSOL once my child-rearing responsibilities had eased and I was introduced to a public-sector project handled by what is now PERSOL BUSINESS PROCESS DESIGN. With this mode, our company's employees and staff handle the entire front-counter operations at a municipal office. I have been doing this job for about fifteen years now.



Mr. Tsuchiya: After working as an editor for a video game magazine, I moved into an engineering role at an IT company. I stayed there for more than ten years, but eventually decided to change jobs due to dissatisfaction with the working environment. At the time, the job market was extremely challenging, and I lacked practical experience, so first I registered with a temp agency in order to avoid a gap in my employment history. I was also hoping to participate in large-scale IT projects at major companies and continue building my skills.



Ms. Sunaga: I totally understand that. I also feel that as



a temp, I can take on work that I would not get as a sole proprietor, thereby broadening my skill set.

Mr. Tsuchiya: I have been working as temporary staff for about twenty years now, and something surprised me recently. My resume lists various projects I've worked on through temporary assignments. In the past, having so many entries in your work history was often viewed negatively, but the interviewer at PERSOL responded rather positively. They evaluated my experience across different client assignments as evidence of a diverse skill set. I feel we have entered an era in which working as temporary staff can be an advantage.

Feeling secure at work helps me find fulfilment

—Tell us what is good about your current work style.



Ms. Nagai: Recently I became active in PTA activities at my child's school, and so I asked my supervisor at the client company if I could have one weekday off in addition to weekends. My request was approved. Even as a temp, I find I can work with more flexibility than I had ever

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Staff Roundtable Discussion

imagined. I also really like that I can be involved in various kinds of work across different departments.

Ms. Sunaga: I actually registered with other temp agencies as well. Among these, the sales representative at Tempstaff was the one who genuinely considered how I wanted to work. After I started working, I struggled with the conflict between wanting to work hard and also needing to care for my parents and look after the home. At that time, they helped me find solutions, negotiating with my supervisor at the client company so that I could work from home even from before the COVID-19 pandemic. Thanks to that, I have been able to continue working in a way that suits me without having to give up what matters to me. I'm truly grateful for this.

Mr. Tsuchiya: The presence of a sales representative is very reassuring. Regular employees need to negotiate directly with their companies, but in our cases, the sales representative listens to our concerns and will even step in to take the heat when needed. Because of that, I think we are in a privileged environment where we can concentrate on the work we are supposed to do.

Ms. Sunaga: It's true, we can immerse ourselves in our work with peace of mind. We don't have to spend time on things outside our core duties. Thanks to that, we can fully dedicate ourselves to our daily work.

Ms. Kato: In my case, we handle projects as a team, and the people around me also belong to PERSOL. It is a friendly, easygoing workplace where you feel comfortable. Since we have taken over the counter handling residents' inquiries, we've received feedback from local residents like "The service has gotten so much better," or "Thank you

for explaining things so clearly." Hearing comments like these is what motivates me. Of course, we have studied on our own, but this is also the result of thorough training beforehand.

Ms. Nagai: PERSOL provides a variety of training opportunities. Events and internal media help us learn about ways of working and thinking different from our own, which broadens our perspectives.

Ms. Kato: The first assignment I worked on was administrative work in local government—also the first such contract for PERSOL. So even though we had received training, at first we often struggled with how to proceed, and some staff left because they could not keep up with the work. So, I suggested to my supervisor that we create a manual. They accepted this idea and went ahead with creating one. That manual is now also being used to communicate know-how in other places, and I am glad I spoke up.

Ms. Nagai: In terms of a sense of purpose, I joined a team that works to improve the clarity of documents for customers, and many of my suggestions have been adopted. I felt a real sense of achievement, and I also discovered some unexpected strengths of my own. The desire to be of assistance to others also motivates me.

I want to keep growing here over the long term.

—What would you like to focus on through your work going forward?

Ms. Nagai: The communication skills and coordination abilities I have developed through my work are useful

in my PTA activities, and I have also become better at handling my work more efficiently in order to secure time for the PTA. A positive synergy exists between my work and my PTA activities. I want to keep taking on different kinds of work and enjoy the challenges as I search for the job that feels like my true calling—something I still haven't found.

Ms. Sunaga: In design, trends change every year, and in this industry designs from three years ago are considered outdated. I want to keep working in this job, which I consider my vocation, and so I will continue to communicate with younger generations, absorb new ideas and knowledge, and keep working on refining my own individuality.

Ms. Kato: I would like to stay at my current workplace for as long as possible and teach the newcomers about the work. Since I started working at the administrative counter, I'm running into more situations in which people personally ask me for advice about inheritance-related applications. I'd love to be able to use the knowledge I've gained to help various people.

Mr. Tsuchiya: Assuming I can work for another twenty years, and as a temp I stay an average of three years at each company, that gives me opportunities to experience seven more companies. When I think that I am now enjoying one of these, I value my ordinary, everyday life more. I would like to continue working to the fullest together with PERSOL as a powerful partner to enrich the rest of my life.

I had no experience, but I have met great colleagues and enjoy my work every day.

My experiences in diverse workplaces are now reflected in my skills.

It is precisely because I am a temp that I can keep doing the work I love, in a manner that suits me.

The appeal lies in being able to take on a wide range of work, with many opportunities for new discoveries.



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Employees who Support the "Career Well-being" across the Group

Toward realizing a workplace environment in which employees can expand their potential and work with vitality

The PERSOL Group is committed to enhancing "Career Well-being" for all employees. We believe this can only be achieved if the employees working within our Group are themselves able to feel "Career Well-being." Here we introduce employees who support others in achieving "Career Well-being," with a diverse workforce in mind.

Leads for Employee-focused Initiatives

Kyoko Iwata

Wellness Promotion Office
Labor Welfare Department
PERSOL TEMPSTAFF CO., LTD.

[DEI] Activities promoting the employment of workers with disabilities

In April 2025, four individuals with disabilities joined the company in administrative support roles, and three joined as para-athletes. Recruiting for the administrative support roles involved many first-time initiatives, such as confirming necessary accommodations and conducting practical skills assessments; however, through repeated and considered responses, we were able to realize a smooth onboarding process. In the recruitment of para-athletes, we placed importance on their sharing our philosophy and vision. We welcomed people who not only seek support for their competitions but who also wish to be actively engaged as members of the company. Through these activities, we expect improvements in workplace diversity and inclusiveness, and we also believe that the efforts of our para-athletes will help raise the motivation of our employees.



Seiichirou Nakamura

Manager
Corporate Planning Office
Business Planning Department
PERSOL BUSINESS EXPERT CO., LTD.

Company-wide projects, building a participatory organization

As part of our Mid-term Management Plan, we launched a company-wide project in which anyone, regardless of position, can propose and drive initiatives to "transform our company into one we can be proud to talk about to our family and friends." The operating team supports each initiative from idea screening through to implementation, and as of December 2025, 24 projects are under way. In addition to announcing the initiative at the employee general meeting, launching a dedicated website, and reaching out while employee interest was high, the operating team steadily communicated their intentions at the front line, helping the initiative gain momentum. By respecting employees' autonomy and having the company support their challenges, we believe that connections reach beyond day-to-day work, and that these connections foster the desire to "do your best for someone," leading to contributions to the organization.



Shoko Yoshida

Career Dialogue Promotion Group
HRBP Division
PERSOL CAREER CO., LTD.

Visualizing transfer histories through Career Challenge—creating CAREER LIBRARY

As part of supporting employees in building their careers, in October 2024 we released "CAREER LIBRARY," a tool that allows users to search past cases of transfers through internal job postings. Employees can browse the diverse career patterns of those who have actually experienced transfers. This tool was developed in response to the many inquiries along the lines of "Where can I transfer to from my current department?" By using technology to streamline how we provide information, we can now better focus on dialogue during career interviews. At present, the tool is used on around 1,800 times per month on average, and applications to the career counseling have also increased. I feel that this mechanism helps advance employees' career ownership.



Meari Matsubara

Assistant Manager
Labor & Health Promotion Group
HR Service Promotion Department
PERSOL CAREER CO., LTD.

New graduate onboarding—Leveraging fresh voices from new graduate employees and the front line, while elevating our HR Headquarters initiatives as a unified team—

We want to create an environment in which new graduate employees can genuinely feel, "I'm glad I joined this company." We also want to ensure that the workplaces to which new graduate employees are assigned can communicate and support them in ways that align with their values. With this in mind, we are working on new graduate onboarding through a cross-departmental effort spanning the recruitment, HR development, and labor divisions. We provide training separately for prospective hires, new graduate employees, and employees responsible for their training, and we present practical, concrete ways of responding to common concerns. All of our training programs have received very positive feedback, with an example being the training for prospective hires achieving a satisfaction rating of 93%. We will continue to contribute so that new graduate employees can quickly adapt to their work and further develop a spirit of taking on challenges.



Risako Funae

HR Development Office
Human Resources Department
Sharefull, Inc.

Referral Recruitment Promotion Activities—A two-pronged approach—building momentum and initiatives directly linked to hiring

In recent years, we have been strengthening referral recruitment through introductions by employees. Both the number of referrals and the proportion of referrals among all hires have significantly exceeded our targets. Behind this is the accumulation of initiatives aimed at fostering a culture in which people can naturally refer people they want to work. These include developing onboarding systems, using chat tools for communication, and conducting employee interviews. Referral recruitment is not merely a recruitment tactic; it arises from positive connections in which employees are satisfied with their own working environment and can truly believe that they can achieve things with their own team. We will continue to meet the challenge of creating a workplace where the sense of people wanting to work together pervades.



Yasmin de Laine

Programmed Facility Management Pty. Ltd.

Internal communication project to realize our vision—"Work and Smile"

To instill the Group Vision of "Work and Smile" and to encourage employees to empathize with the direction and values the company aims for, we launched "Work and Smile Fridays," which features weekly posts about work and everyday life. We are also working on the "Work and Smile Selfie Challenge," where employees share their own smiles and explain "Why I commit to 'Work and Smile.'" Storytelling is a vital means of connecting employees with the Company Vision. This leads employees to a deep understanding of the Corporate Philosophy, and to a proactive view of their own roles. We will continue to create an environment that allows employees to feel the significance of their work and understand how they contribute to the Company's success.



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Employees who Support the "Career Well-being" across the Group

Enabling each one of our staff members to choose their work style and live in their own way

Within the PERSOL Group, there are employees dedicated to creating work opportunities and providing support that enables temporary and outsourcing staff to work steadily with peace of mind, in order to meet their diverse needs. Here we introduce some of these initiatives and the intentions behind them.

Leads for Staff-focused Initiatives

Rina Matsumoto

Staff Engagement Office
Staff Development Promotion Department
PERSOL TEMPSTAFF CO., LTD.

Staff conference

To support temporary staff in working as they want and in proactively choosing their careers, we have been holding online seminars since FY2024. Through career stories told by prominent figures, these seminars aim to broaden perspectives on working in their own way and to inspire proactive career planning. A total of 7,423 people participated. Following these events, roughly 40% of participants took concrete actions such as attending training or having career interviews. By providing close support to staff who work at client sites and who often tend to shoulder career concerns on their own, and by creating safe spaces where staff can connect with one another, we aim to envision and build together a future in which everyone can work in their own way.



Miyuki Taguchi

Manager
BPO staff career promotion Office
BPO staff career promotion Department
PERSOL BUSINESS PROCESS DESIGN CO., LTD.

Learning & career (support for fostering career aspirations)

To help staff gain insights into their own careers through learning, we launched a career support portal site offering content such as e-learning, and introduced mechanisms to commend their learning efforts. As of the end of October 2025, nearly 2,000 people have registered. In addition, we are rolling out the company-wide digital talent development initiatives to staff as well, leading not only to skill enhancement but also practical application in their work. We place great importance on walking alongside each staff member, supporting each one's "desired future self," guided by the belief that while learning should never be forced, it is essential for the future.

We hope to create a positive cycle in which staff members' personal growth and the growth of the projects they are assigned to reinforce one another.



Kaori Yoshizawa

BPO staff career promotion Office
BPO staff career promotion Department
PERSOL BUSINESS PROCESS DESIGN CO., LTD.

Appointment of project leaders as a career development (systematizing PL development and promotion)

We support staff so that they can choose a career as a project leader (PL). For those who play a leading role on the front lines, we provide training aimed at appointment as a PL, imparting the necessary skills and ways of thinking. We help staff who are PL candidates deepen their understanding of the role through training in self-awareness and leadership. In the previous fiscal year, 17 people participated and 4 were appointed as PLs. We take pride in this initiative as one that expands opportunities for promotion to regular employee status and broadens staff members' career possibilities. We will continue to communicate the sense of purpose and appeal that lie beyond overcoming the difficulties of being a leader.



Mizuki Fukui

Manager
Promotion Planning Group
Marketing Department
PERSOL CROSS TECHNOLOGY CO., LTD.

manabundasu

We operate the learning support grant program "manabundasu," which subsidizes skill development costs enabling engineers to pursue diverse career paths. The program targets registered temporary engineers (IT/manufacturing) assigned to our client companies and provides up to 300,000 yen in support for training and other participation costs. Since the program began, 38 individuals have received support, with a high, 94% retention rate of those supported. Unlike competing companies or our own other initiatives, the program is distinctive in that engineers are free to choose what they want to learn; this plays a role in linking individual career aspirations with their motivation to work. We hope that through learning they have selected for themselves, they will enhance their skills and broaden their career horizons. This initiative embodies that intention.



Yoshikazu Kikuchi

General Manager
Career Support Department
PERSOL CROSS TECHNOLOGY CO., LTD.

Planning and delivery of training for engineer staff

Amid accelerating technological innovations, engineers are key players building the foundations of society, and shaping the future. We are rolling out skill enhancement and reskilling support for temporary engineers so that we can enable them to continue acquiring new knowledge and growing. In FY2025, we held webinars on generative AI and Microsoft 365 Copilot, each attracting more than 200 applications. Approximately 40 individuals participated in digital transformation (DX)-related training, and efforts to raise billing rates are also underway. Precisely because we live in an era of rapid change, high uncertainty, and fast-paced technological evolution, we believe that "continuing to learn" not only drives individual growth but also makes companies and society better.



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Roundtable Discussion with DEI Leaders

ROUNDTABLE DISCUSSION

It is diverse societies that let "Career Well-being" become a reality

Kyoko Kida, CGDO (Chief Gender Diversity Officer), and two of the Group's diversity promotion leaders discussed the significance of the PERSOL Group's focus on achieving diversity and the current state of its initiatives.

Kyoko Kida
(center)

Executive Officer
CGDO (Chief Gender Diversity Officer)
PERSOL HOLDINGS CO., LTD.

Yasuyuki Arai
(right)

Executive Officer and Executive Manager
Engineering Development Headquarters
PERSOL CROSS TECHNOLOGY CO., LTD.

Mayuko Wada
(left)

Senior Executive Manager
Corporate Planning for the doda
Business Unit
PERSOL CAREER CO., LTD.



The creation of the CGDO position is proof of the PERSOL Group's serious commitment

Kida: Thank you for joining us today. As members of the PERSOL Holdings Gender Diversity Committee, we have been working together on various initiatives. This is the first time the three of us have met like this.

Arai: That's right. At PERSOL CROSS TECHNOLOGY, I hold two roles: an executive officer overseeing the business that provides technical support in the manufacturing domain, and the person responsible for promoting DEI (Diversity, Equity & Inclusion) at our company and within the Technology SBU.

Ms. Kida, in 2021 you were appointed chair of the Group's Gender Diversity Committee and put forth numerical targets related to gender. This is when I felt our DEI initiatives had truly begun. I also see your appointment as CGDO in April 2025 as an expression of top management's intention to accelerate this momentum.

Wada: I am the Senior Executive Manager of Corporate Planning for the doda Business Unit at PERSOL CAREER. I may well be the first person at our company to have taken both maternity and childcare leave as a manager and then gone on to become the head of a division.

I also sensed the Group's determination in placing someone like Ms. Kida in this position, given that she is absolutely relentless about achieving targets. This convinced me that change really is coming.

Kida: Actually, when I was first approached about becoming chair of the Gender Diversity Committee, I turned the offer down. That was because, on two previous occasions, we had started diversity-related initiatives only for these to fizzle out when they did not lead to business results in the short term. So when I was asked this time to take on the CGDO position, I went to the CEO to ask how serious he really was. He told me that he viewed DEI as important from a long-term perspective and that, as a first step, he wanted to start by addressing gender, an attribute representing a large proportion of our workforce, in order to transform the quality of decision-making and the nature of management. Having heard this, I decided to accept the position. The

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Roundtable Discussion with DEI Leaders

establishment of the CGDO position is one expression of that thinking.

Rolling out initiatives tailored to each organization's situation and challenges

Arai: PERSOL CROSS TECHNOLOGY was formed in January 2023 through the integration of three Group companies, and when it comes to DEI initiatives, there are still areas where our efforts are not fully aligned. Therefore, as a first step to understanding the current situation, we are currently interviewing people in management positions to ascertain what they think of DEI initiatives. Concurrently, as part of efforts to address gender gap issues, we are working on achieving our targets for the percentage of female employees in managerial positions and the percentage of eligible male employees taking childcare leave.

Kida: The Technology SBU's percentage of eligible male employees taking childcare leave is showing one of the highest growth rates in the Group.

Arai: As of the end of March 2025, this was 90.5%. Having numerical targets really does make it easier to move things forward. When I was serving as a department manager, a male employee who was scheduled to be promoted to manager applied for childcare leave, but senior management responded negatively. But I felt that he was exactly the kind of person who should take childcare leave, so I persuaded my superior, and he received approval for two months of childcare leave. Nowadays, most employees take childcare leave—at least one week, and in many cases over a month.

Kida: I have also heard that employees stationed at client companies are taking childcare leave.

Arai: Yes, we contact the client company directly and obtain their understanding. Childcare leave isn't something that happens suddenly, so I believe there is leeway to make arrangements in advance. However, we are still lagging when it comes to the percentage of female employees in managerial positions. One factor is that, as a technology-focused company, we have relatively few women employees to begin with.



I'm often struck by observations from women who have not yet been shaped by this existing mindset.



Unless management itself embraces greater diversity, well-being cannot be created through the traditional one-size-fits-all approach.



With more women in management, I've personally become more able to voice my doubts openly.

Wada: At PERSOL CAREER, we are advancing initiatives at both the management and frontline levels. On the frontline, we are implementing cross-organizational initiatives to support women who are considering taking on management roles. These include training programs, a sponsorship program in which executive-level leaders provide guidance, and cross-departmental mentoring through which senior leaders offer advice.

With company-wide gender-related numerical targets for PERSOL CAREER set as an axis by management, each business division sets its own targets, develops action plans to achieve them, implements and reviews those actions, and reports progress at company-wide meetings in a continuous cycle. In the division of roughly 300 people that I oversee, for example, if there is a male employee who has not taken childcare leave, I am notified immediately—this shows the rigor with which each department is tackling the issue.

Kida: The Career SBU also has many bottom-up initiatives, right? Members take the initiative in organizing cross-departmental study sessions and events.

Wada: Yes. Even so, the percentage of female employees in managerial positions is still only 35%. Given the limited positions available, how we create new positions going forward is another point we will need to address.

Progress in gender diversity (FY2024)

	Technology SBU	Career SBU
Percentage of female employees ¹	18.1%	56.3%
Percentage of female employees in managerial positions ¹	13.9%	35.3%
Percentage of eligible male employees taking childcare leave ²	90.5%	87.9%

¹ Percentage as of April 1, 2025
² Percentage as of March 31, 2025

How do we respond to opinions such as "Why aim for a diverse society?"

Arai: At PERSOL CROSS TECHNOLOGY, as part of our efforts to close the gender gap, we are discussing what the world will look like for us when DEI has truly advanced.

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Roundtable Discussion with DEI Leaders

Wada: PERSOL CAREER hasn't really painted a picture of the world we are aiming for. Everyone at our company has a behavioral pattern deeply rooted in working toward numerical targets. So, our approach is to first indicate target figures, and then have people experience for themselves how the situation has changed when those targets are achieved.

Kida: In every organization, there are always voices asking, "Once we achieve these targets, what lies beyond that? What benefit is there for us?" But I think that for people who have never really experienced diversity, it is hard to imagine its benefits or impact just from words alone. That is why we need to first set numerical targets and work to create that kind of situation.

Women's leadership—starting to change management practices

Kida: In fact, with multiple women having become executives at PERSOL CAREER, I really feel the style of decision-making has shifted.

Wada: I feel the same way. When I first joined executive-level meetings, there were only two women, and I recall that most of the discussions revolved around whether something was efficient and rational, and who ultimately made a decision. Now that there are more women, we are also able to talk about how employees will feel regarding a decision—its emotional impact. I see this change as positive.

Kida: Recently, a newly appointed female manager said to me, "I've only just begun to understand what the figures in management accounting and finance actually mean. Where are we supposed to learn this?" That made me realize that this wasn't taught by the company.

Arai: Until now, the mindset has been "Of course you already know this. If you don't, go away and do your own research."

Kida: It would have been more efficient to teach these things properly at some point, but they were overlooked. I'm often struck by observations from women who have not yet been shaped by this existing mindset. Voices from women that reflect the perspective of regular consumers also often make me think.

Wada: With more women in management, I've personally become more able to voice my doubts openly. I have also become able to tell my own team if there is something I do not understand or feel uneasy about. As a result, my team members are also starting to speak up in the same way.

Diversity leads to "Career Well-being"

Kida: I believe diversity is connected to "Career Well-being" in three ways.

First, it leads to diversity in decision-making. This is something indispensable for companies in an unpredictable society. Second, given the shrinking workforce, businesses cannot function unless people with different circumstances and constraints are also able to thrive. In other words, unless companies accept diversity, they cannot survive, and we cannot aim for "Career Well-being." Lastly, in today's world of widespread AI adoption, human qualities are what create value. These human qualities are expressed through "Career Well-being," a way of working in which each person finds their own sense of purpose and engages proactively.

Arai: What constitutes well-being differs from person to person. That is why, unless management itself embraces greater diversity, well-being cannot be created through the traditional one-size-fits-all approach. In the case of PERSOL CROSS TECHNOLOGY, we need to secure a very limited pool of science and engineering personnel from an ever-dwindling labor force, so it is essential that we build an environment that enables the well-being of a diverse range of people.

Wada: I strongly feel that diversity initiatives directly lead to more flexible management. They lead us to question and change our established approaches in areas such as decision-making and information sharing, organizational design, frontline management, and human resource development. I'm sure these cumulative efforts will transform management and bring us closer to realizing "Career Well-being."

Taking our diversity efforts to the next stage

Kida: Please tell us about your future plans.

Arai: I would like to begin by taking a hard look at how

managers work. Managing a diverse organization is extremely difficult, and conventional methods place too much of a burden on managers. If managers are exhausted, no new candidates will step forward. We see revisiting how managers work as an urgent issue.

Wada: My key mission is to grow the "doda" service to support our client companies in securing talent. I always want to keep in mind that our becoming a diverse team ourselves is essential to creating better services.

Arai: We have only limited opportunities to learn directly about what other Group companies are doing, so today has been very stimulating. Thinking about how we might adapt initiatives at PERSOL CAREER to our own company might help us find ways to work through our own challenges.

Wada: Looking back today at how PERSOL CAREER has changed, I felt that if my joining the management team has contributed even a little to that change, then it was worth the effort. I am far from the only woman who has felt anxious about taking on a management role. The company has changed precisely because many women found the courage to take on this challenge. If they realized this, I think they will be really happy and feel even more motivated to keep trying. It would be wonderful to have more opportunities to share that kind of feedback.

Kida: There are still many issues to address regarding gender diversity. But I would like to shift away from gender as an issue in the next Mid-term Management Plan. In the subsequent plan, I hope we can advance to a stage at which we further promote the active participation of other diverse groups, such as foreign nationals and older workers.



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Message from the CEO



Toward a Future Where We Experience "Career Well-being": The PERSOL Group's Human Capital Management

For over 50 years since our founding, the PERSOL Group has pursued innovation with "work" at the heart of our mission. Guided by our Group Vision, "Work and Smile," we continue our journey as a "Career Well-being" Creation Company—expanding individual potential while striving to enhance the well-being of both society and individuals. Since the days of our predecessor Tempstaff, we have striven to create opportunities and environments in which everyone can work equally. Realizing this vision requires that each and every employee experience and embody a sense of well-being. This forms the foundation of our human capital management and is the driving force behind our growth.

"Career Well-being" goes beyond the simple ease of working, and refers to the sense of achievement and fulfillment gained through work, and the feeling that one is of use to others. At its core are the positive emotions that come from working, such as the sense of accomplishment from achieving goals, the exhilaration of overcoming challenges with colleagues, and the pride that comes with appreciation from customers. For us, whose greatest resource is human capital, improving "Career Well-being" is the very essence of our growth strategy.

In the "PERSOL Group Human Capital Report 2026," we present our path to becoming a "Career Well-being" Creation Company, using data and the real stories of our employees. Chapter 1 outlines the overview of our human capital management, and Chapter 2 introduces how our employees and staff work and what they value. We hope that this report will deepen your understanding of the future we are striving for, and of the initiatives we are currently undertaking.

To embody our philosophy, we are focusing on both creating an environment in which our employees can experience their own well-being, and raising the "Career Well-being" of the people working in the corporate organizations of our clients supported by the Group. By promoting flexible work styles, career development support programs, and the fostering of a culture that respects diversity, we want to deliver value starting from the strengths that our employees have cultivated.

As CEO, I personally experience the growing scope of this "Career Well-being" on a daily basis. Research by PERSOL RESEARCH AND CONSULTING also indicates a trend whereby the more people feel happiness at work, the higher the performance of both individuals and organizations. We believe that the mission of the PERSOL Group is to create a virtuous cycle in which the "Career Well-being" of our employees rises together with the well-being of the people working within our clients' organizations and the diverse individuals working across society, ultimately leading to value creation for both business and society.

We will continue to further advance our human capital management in order to enhance the "Career Well-being" of our employees, our customers, and society as a whole. I sincerely hope you will take the time to read this report and deepen your understanding of, and expectations for, the future envisioned by the PERSOL Group.

Takao Wada

Representative Director, President and CEO

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