

# Materiality KPIs

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

SDGs related to all the issues



Materiality	Vision	Our actions	KPI	FY2024 result (previous year results)	YoY change	FY2025 target	FY2030 target	FY2024 progress	Future actions to achieve target	Related SDGs
<b>1</b> Creating work opportunities	We will create better work opportunities for one million people by 2030 using our capability of connecting people with organizations, recruiting people, and designing businesses.	<ul style="list-style-type: none"> <li>Creating "better work opportunities" in the areas of temporary staffing, placement, and outsourcing</li> </ul>	Number of people*1 for whom we created (provided/ supported) better work opportunities	<b>458,000 people</b> (402,000 people)	↗	<b>500,000 people</b>	<b>1,000,000 people</b>	Although the overall number exceeded previous year's result, it fell below the original internal plan due to a slowdown in the market environment	<ul style="list-style-type: none"> <li>In temporary staffing, work to extend period of continuous employment, raise re-employment rates, and increase the number of new workers through digital utilization</li> <li>In permanent placement, focus on improving business processes; in outsourcing, concentrate on project acquisition and stronger recruitment</li> <li>For Sharefull, focus on improving sales productivity and expanding the customer base</li> </ul>	
<b>2</b> Providing diverse work styles	We will contribute to the realization of working styles that meet individual needs, by proposing and providing flexible working styles and employment styles.	<ul style="list-style-type: none"> <li>Providing work opportunities with no time and location constraints, such as flexible work schedules and remote work</li> <li>Providing work opportunities as side jobs and freelance work</li> </ul>	Number of people*2 for whom diverse work styles became possible	<b>45,000 people</b> (46,000 people)	↘	<b>50,000 people</b>	<b>100,000 people</b>	Although the overall number exceeded previous year's result, it fell below the original internal plan due to a slowdown in the market environment	<ul style="list-style-type: none"> <li>For workers on reduced-hours, promote stronger marketing and sales</li> <li>For remote staffing, aim to acquire projects that closely match individual needs</li> <li>For side jobs and freelance work, work to improve sales productivity and increase the number of active workers</li> </ul>	
<b>3</b> Providing learning opportunities	We will expand the options available to working people and maximize their career potential by providing learning opportunities that lead to employment, reskilling, and upskilling.	(1) Providing learning opportunities for temporary employees (people registered in temporary staffing/Office Solution [OS] business, IT human resources)	Number of people*3 who received each training service	<b>188,000 people</b> (147,000 people)	↗	<b>160,000 people</b>	<b>240,000 people</b>	Both training programs for temporary staff and programs for registered engineers benefited from an expanded range of content, leading to an increase in participants	<ul style="list-style-type: none"> <li>Expand the number of course participants through enhanced offerings such as generative AI programs, strengthened guidance, and the establishment of planned training periods</li> </ul>	
		(2) Corporate training for upskilling and improving career self-reliance, placement services provided after upskilling		<b>132,000 people</b> (126,000 people)	↗	<b>120,000 people</b>	<b>230,000 people</b>	Corporate group training increased steadily, driven by client expansion and winning large-scale projects	<ul style="list-style-type: none"> <li>Expand the customer base through strengthened marketing in priority markets aimed at new customer acquisition and renewal of educational content</li> </ul>	
		(3) Providing learning opportunities for students and working adults (school/office visits, career courses, upskilling)		<b>71,000 people</b> (52,000 people)	↗	—	—	Strengthened university student events contributed to growth in the number of participants in career education	<ul style="list-style-type: none"> <li>For education programs for elementary and junior high school students, increase participant numbers by expanding the number of employees involved and accepting online classes</li> <li>For MIRAIZ, expand the number of providers under the theme of recognizing potential job-changers through career development support</li> </ul>	
<b>4</b> Increasing productivity at companies	We will contribute to efficient corporate activities and to resolving labor shortages by providing services which improve productivity.	<ul style="list-style-type: none"> <li>Providing BPO services</li> <li>Providing technical outsourcing services</li> <li>Providing other outsourcing services</li> </ul>	Net sales*4 of services related to increasing the productivity of companies	<b>JPY 340.5 billion</b> (JPY 308.7 billion)	↗	<b>JPY 300 billion</b>	—	Although some SBUs struggled to acquire projects, performance overall remained steady	<ul style="list-style-type: none"> <li>Depending on the external environment of each SBU, work to strengthen marketing, expand areas of coverage, and enhance project acquisition</li> </ul>	

\* Targets for FY2030 are subject to change in accordance with future business conditions and revisions/changes to the management plan. Targets for FY2030 have been set to clarify the direction and level of achievement of the strategy, but some items are still under consideration due to high uncertainty and are marked with "-".

\*1 Figures exclude regular employees of temporary staff employed by the Asia Pacific SBU and Group companies, as well as some companies that have not yet completed the introduction of a common human resource management system for Group companies in Japan. Actual results for FY2024 are as of April 1, 2025, targets for FY2025 are as of April 1, 2026, and targets for FY2030 are as of April 1, 2031.

\*2 Figures of PERSOL TEMPSTAFF, PERSOL CROSS TECHNOLOGY, and PERSOL CAREER

\*3 ①-1: Figures of Staffing SBU and Technology SBU, ②-2: Figures of PERSOL RESEARCH AND CONSULTING Co., Ltd. and APAC SBU, and ③-3: Figures of Career SBU and Technology SBU

\*4 Figures of all SBUs, including overseas (excluding Career SBU)



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<b>5</b> Active roles of diverse personnel P.47	We will foster a corporate culture and develop an environment that utilizes diversity to achieve the Group vision.	<ul style="list-style-type: none"> <li>Improving employee engagement</li> <li>Talent management (Developing next-generation business leaders/ implementing measures to turn all managerial employees into best leaders)</li> <li>Promoting DEI (Increasing the percentage of women in managerial positions/promoting the employment of people with disabilities/ encouraging male employees to take childcare leave)</li> </ul>	"Work and Smile" index (employee engagement index)	<b>72.0%</b> (72.3%)	↘	75.0%	—	Refer to page 34	Refer to page 34	
			Percentage of women in managerial positions*1	<b>27.6%</b> (25.6%)	↗	30.8%	37.0%			
			Number of employees with disabilities*2	<b>3,431 people</b> (2,991 people)	↗	4,000 people	—			
			Ratio of childcare leave taken by male employees (one day or longer) *3	<b>84.3%</b> (73.0%)	↗	100%	100%			
<b>6</b> Strengthening data governance P.54	Establish policies and rules common to the Group regarding the use of personal data, and develop and further strengthen management and protection systems to create an environment conducive to the use of personal data by users and to ensure trust.	<ul style="list-style-type: none"> <li>Establishment and publication of the PERSONAL Group's Personal Data Policy</li> <li>Deliberation of Group policies and measures by the Group Privacy Governance Council</li> <li>Pre-screening of new services and policy plans from a privacy perspective</li> <li>Implementation of privacy training for employees</li> </ul>	Percentage of all employees who have received privacy training*3,4	<b>99.4%</b> (99.4%)	→	100%	100%	Promoted participation among non-participants, and while the number of participants increased, maintained the same high level as the previous year	<ul style="list-style-type: none"> <li>Continue participation-promotion activities by training managers and use IT-based reminders</li> <li>Consider developing more engaging content so that participants approach training with greater interest</li> </ul>	
<b>7</b> Respect for human rights P.55	We will promote initiatives in accordance with international norms as a responsible company, thereby mitigating adverse human rights impacts, earning the trust of all stakeholders (including employees).	<ul style="list-style-type: none"> <li>Establishment and publication of the PERSONAL Group Human Rights Policy</li> <li>Operation of human rights due diligence</li> <li>Implementation of human rights training for executives and all PERSONAL Group employees</li> <li>Promotion of initiatives to improve systems, such as the creation of a grievance mechanism</li> </ul>	Percentage of all employees who have received human rights training*5	<b>99.4%</b> (99.4%)	→	100%	100%	Promoted participation among non-participants, and while the number of participants increased, maintained the same high level as the previous year	<ul style="list-style-type: none"> <li>Continue participation-promotion activities by training managers and use IT-based reminders</li> <li>Consider developing more engaging content so that participants approach training with greater interest</li> </ul>	
<b>8</b> Responding to climate change P.57	We will work to achieve carbon neutrality and contribute to the realization of a decarbonized society through environment-related GX: Green Transformation HR services and other initiatives.	<ul style="list-style-type: none"> <li>The decarbonization of the electricity consumed at office buildings</li> <li>Conserving energy by improving operations and making capital investments/promoting the transition to electricity from renewable energy sources</li> <li>Switching from gasoline vehicles to hybrid vehicles and EVs</li> <li>Calculating Scope 3 emissions, setting targets, and reducing the emissions</li> <li>GX-related support</li> <li>Dispatching engineers specialized in the environmental field / experiments related to carbon neutrality</li> </ul>	Percent reduction of Scope 1 + Scope 2 emissions (Base year: FY2021)	<b>6.9% increase</b> (1.8% reduction)	↘	17.3% reduction	83.0% reduction*5	Scope 1: Increased 13% year on year, as the number of vehicles rose by 210 due to overseas business expansion Scope 2: Reduced 4% year on year through promotion of renewable energy use*6 for electricity both in Japan and overseas	<ul style="list-style-type: none"> <li>Promote replacement of gasoline/diesel vehicles with HV/EV vehicles and reduce total number of vehicles</li> <li>Expand transition to renewable energy in buildings where feasible</li> </ul>	
			Reduction of Scope 3 emissions	(Target to be set in FY2025)	—	—				

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

future, taking into account changes in the number of companies subject to the number of employees with disabilities (24 companies as of June 2024), changes in the number of employees in the Group as a whole, and the impact of changes in the statutory employment rate.

\*3 Figures in Japan only

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

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

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