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Work and Smile



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Editorial policy

This report is a communication tool based on the theme of human capital, PERSOL Group's greatest asset and the source of our value creation. There are four major elements to the report. Chapter 1 shows how our Mid-term Management Plan 2026 and human capital strategy are connected. Chapter 2 describes specific measures and any updates since publication of the PERSOL Group Human Capital Report 2024, while Chapter 3 describes the structure and mechanisms that support our human capital strategy. Finally, the Features section describes our organizational culture, which should be considered as the soil that nurtures our human capital. A data book is included at the end as an outline of the report's contents. We hope this report will help our shareholders, investors, and a wide range of stakeholders to better understand the PERSOL Group's human capital initiatives.

In the interests of convenience, we have omitted where possible information that is duplicated in other media or in the "PERSOL Group Human Capital Report 2024." For example, "Respect for human rights" is an important and unwavering value for the Group, and we have included our basic approach, issues, and initiatives for this matter in the Integrated Report and on our website. Other items are detailed in the Annual Securities Report and on the PERSOL Group's website (<https://www.persol-group.co.jp/en/>).

The feedback we receive on the report will be used to further enhance our activities.

About the cover

The people pictured are MVP employees who were recognized in the FY2023 and FY2024 PERSOL Group Awards, the Group's most prestigious award given to employees and projects that have contributed toward our vision of "Work and Smile" for all stakeholders.

One MVP is selected from each SBU* /unit by employees' votes.

* SBU: Strategic Business Unit

Reporting period and scope

This report covers FY2023 (April 1, 2023 to March 31, 2024). However, it also mentions periods before and after this period 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.

Referenced guidelines and reports

- Human Capital Visualization Guidelines (Cabinet Secretariat)
- Report of the Study Group on Improvement of Sustainable Corporate Value and Human Capital (Ministry of Economy, Trade and Industry)
- ITO Report for Human Capital Management (Report of the Study Group toward Achieving Human Capital Management, Ministry of Economy, Trade and Industry)
- The FY2023 edition of the reference casebook of good practices on the disclosure of narrative information (Financial Services Agency)

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PERSOL Group's Vision Structure

Rooted in the corporate 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."



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Goal for Value Creation

Creating better work opportunities for one million people by 2030 by expanding human possibilities















At the PERSOL Group, we are guided by our corporate philosophy of “Providing Opportunity, Individual Growth, and Social Contribution.” As “Career Well-being” Creation Company, our objective is to expand human possibilities and create one million better work opportunities by 2030, thereby achieving our Group Vision of “Work and Smile.”



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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.

		Scope of Business	SBU Core Company / Representative Companies	Examples of Handled Brands	Number of Employees As of March 31, 2024	
PERSOL Group's business segments	Staffing SBU	<ul style="list-style-type: none"> • Temporary staffing (clerical work, research, clinical development, sales, light work, factory occupations, etc.) • Temporary job placement ahead of permanent employment/permanent placement • Outsourcing/contracting (clinical development, sales, light work, factory occupations, etc.) 	<ul style="list-style-type: none"> • PERSOL TEMPSTAFF • PERSOL EXCEL HR PARTNERS • PERSOL FACTORY PARTNERS • PERSOL MARKETING • Avanti Staff • PERSOL FIELD STAFF 	  	33,051	
	BPO SBU	<ul style="list-style-type: none"> • BPO (Business Process Outsourcing) • Help desk / contact center • Sales marketing • Business process consulting • HR solutions 	<ul style="list-style-type: none"> • Health care solutions • Product 	<ul style="list-style-type: none"> • PERSOL BUSINESS PROCESS DESIGN • PERSOL WORKSWITCH CONSULTING • Bizer • Lacras 	  	9,431
	Technology SBU	<ul style="list-style-type: none"> • Engineering (design and experiment) • Temporary staffing (IT, engineering) • Digital solutions, systems development 		<ul style="list-style-type: none"> • PERSOL CROSS TECHNOLOGY • PERSOL AVC TECHNOLOGY • PERSOL & Serverworks 		8,460
	Career SBU	<ul style="list-style-type: none"> • Permanent placement (mid-career, new grad recruitment) • Career change media, direct recruiting 	<ul style="list-style-type: none"> • Side job, multiple job, freelancer support • Outplacement support • Employment support for foreigners 	<ul style="list-style-type: none"> • PERSOL CAREER • PERSOL CAREER CONSULTING • PERSOL Global Workforce • Benesse i-Career* 	 	6,935
	Asia Pacific SBU	<ul style="list-style-type: none"> • Temporary staffing • Permanent placement • Facility management & maintenance • Outsourcing 	<ul style="list-style-type: none"> • Human resource management consulting • Education / training • Digital solutions 	<ul style="list-style-type: none"> • PERSOL Asia Pacific • PERSOLKELLY • Programmed 	 	10,313
R&D FU	<ul style="list-style-type: none"> • Development of new digital products • Incubation programs 		<ul style="list-style-type: none"> • PERSOL DIGITAL VENTURES • PERSOL INNOVATION • MIIDAS • Sharefull • POSTAS 	 	4,715	
Specialized Services	<ul style="list-style-type: none"> • Think tank • HR & Organization Consulting • Talent & Organization Development • Employment/employment transfer support of the disabled • Corporate venture capital 		<ul style="list-style-type: none"> • PERSOL RESEARCH AND CONSULTING • PERSOL DIVERSE • PERSOL NEXTAGE • PERSOL FACILITY MANAGEMENT • PERSOL VENTURE PARTNERS • PERSOL HOLDINGS 		4,715	

* Benesse i-Career not covered in scope of consolidation
 Note: SBU: Strategic Business Unit, FU: Function Unit

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Message from the CEO

Our passion for and practice of “Career Well-being” has been ingrained since our founding

The PERSOL Group vision is “Work and Smile” in the hope that all work will lead to smiles. This approach has been passed down since our founder, Yoshiko Shinohara, first started a temporary staffing business in 1973 to support the advancement of women in society, who previously had limited employment opportunities.

The PERSOL Group envisions a society in which anyone is free to choose their own job, grow through their work, and realize their own well-being by gaining a sense of accomplishment and contribution. Within this vision, the PERSOL Group’s role is to provide work opportunities and options, expand the potential of individuals, and offer support to increase happiness.

As a Group that has assumed such a social role, we must recognize again that the source of value creation is human capital and begin to work on this issue from the ground up. Improving the well-being of our employees and the temporary staff employed through our Group is the very essence of our growth strategy. This is because in our business, human resources are our greatest capital in both name and substance. We can only provide greater value to customers when people are working energetically and with a sense of well-being, so it is precisely because we are such a company that talented people are willing to join the PERSOL circle. We communicate our vision, which is based on our corporate philosophy of Providing Opportunity,

Individual Growth, and Social Contributions, both inside and outside the company. We also share an affinity with people, especially with our employees and temporary staff, to embody our vision of “Work and Smile.” The first step in accomplishing this is the “Career Well-being” of employees. In an era when the competition to acquire talent is intensifying, not only in Japan but all over the world, we recognize that “Career Well-being” is a truly important theme for the growth of our business.

At the PERSOL Group, our slogan is “We need to make our own choices from a range of diversified work opportunities,” and we encourage our employees to take ownership of and make choices for their own careers. We are strengthening our measures every year. For example, in FY2023 we launched the Career Scouting in which employees can be scouted for positions by any Group company. Thanks to these efforts, the employee engagement index has been improving year by year, but we do not want to rest on our laurels and will continue to evolve our efforts. [→ P.15](#)

The combination of advanced technologies and humanity leads to customer value

Today’s era of rapid technological innovation means there is no choice but to proactively incorporate technology into business and management. We are also aggressively expanding our Digital Platform Business, such as doda and Sharefull.

Our efforts to enhance employee well-being are at the core of the PERSOL Group’s growth strategy

Takao Wada

Representative Director, President and CEO



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Message from the CEO

However, the unique power of people is also essential in providing value to customers. For example, in terms of recruiting, AI can handle permanent placement to a certain extent. However, only another human being is able to understand another's feelings or give a supportive push forward. Say that someone wants to work for Company A, only another person can offer support such as suggesting that Company B might also be a good choice in terms of one's future career. By sharpening our ability to provide both value that is amplified by digital technology and value that only people can provide, we create new value through innovation and humanity. This is what we mean by being a "Technology-driven HR service company" as set out under the Direction of Management in the PERSOL Group's Mid-term Management Plan 2026 (hereafter, "the Plan 2026").

Active investment in human capital, including the expansion of technology-oriented human resources

The key to transforming into a "Technology-driven HR service company" is expanding our technology-oriented human resources, particularly in digital areas. The Plan 2026 includes a KPI to increase the number of technology-oriented human resources across the Group to 2,000 people by March of the final fiscal year of the plan. To bring in new knowledge, our strategy is to focus on hiring experienced workers. **→P.23**

Because the PERSOL Group's core business is recruiting human resources, we have been taking all possible measures, such as establishing a new personnel system targeting technology personnel and flexibly incorporating market-conscious treatment of employees and evaluations. With these efforts, our hiring of technology human resources to date is proceeding according to plan. We are pleased that many talented people who find it attractive and

rewarding to contribute to the realization of "Career Well-being" have been joining us.

At the PERSOL Group, all employees use generative AI tools and other technologies to work toward improving their work efficiency and freeing up time. Improving productivity through technology is also an important factor that contributes to employee well-being. **→P.24**

When formulating the Plan 2026, we decided to invest approximately 200 billion yen in human capital over a three-year period. Although there are significant costs associated with increasing the number of employees to expand our business, we are also investing in improving employee skills and engagement, including 50 billion yen in wage increases and other employee returns, as well as 7 billion yen in planned investments for education and increasing our share-based compensation scheme. The share-based compensation scheme is for officers and all management-level staff of the Group, with the expectation of increased management participation. **→P.17, 30**

Promoting DEI will increase engagement and lead to improved profitability

For human capital management, the issue we would like to address over the medium to long term is DEI (Diversity, Equity & Inclusion). There is a need to create an environment where employees with a diversity of backgrounds and abilities can enjoy equal opportunities and support and demonstrate their individual strengths and individuality. Such an environment will increase employee engagement and productivity, reduce turnover to an appropriate level and improve profitability, creating a virtuous cycle of investing in human resources. **→P.26**

With a workforce that is 70,000-strong and expanding globally, especially in the Asia Pacific, it has also become increasingly important to share our philosophy. Initially,



I thought it would be difficult to get employees outside of Japan to accept our philosophy. However, I now feel that when I explain my thoughts and the reasons behind the company's founding, others can understand and relate, regardless of region or nationality. Many people who aspire to work in the human resources service industry already have a strong desire to contribute to others and society, and the Group Vision of "Work and Smile" resonates with many employees. This is very reassuring. At events such as at the PERSOL GROUP All Meetings simultaneously attended by all employees around the world, we repeatedly communicate that we will continue to evolve our efforts to ensure that our diverse range of employees understand, relate to, and can act on our Group Vision and who we want to be. We believe that doing so will definitely ensure that "all work leads to lives of happiness." **→P.33**

This is the second time that PERSOL Group has published its Human Capital Report. This report explains the Group's thinking about human capital, what our aims are, and what we are investing in.

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Overview of Human Capital Management

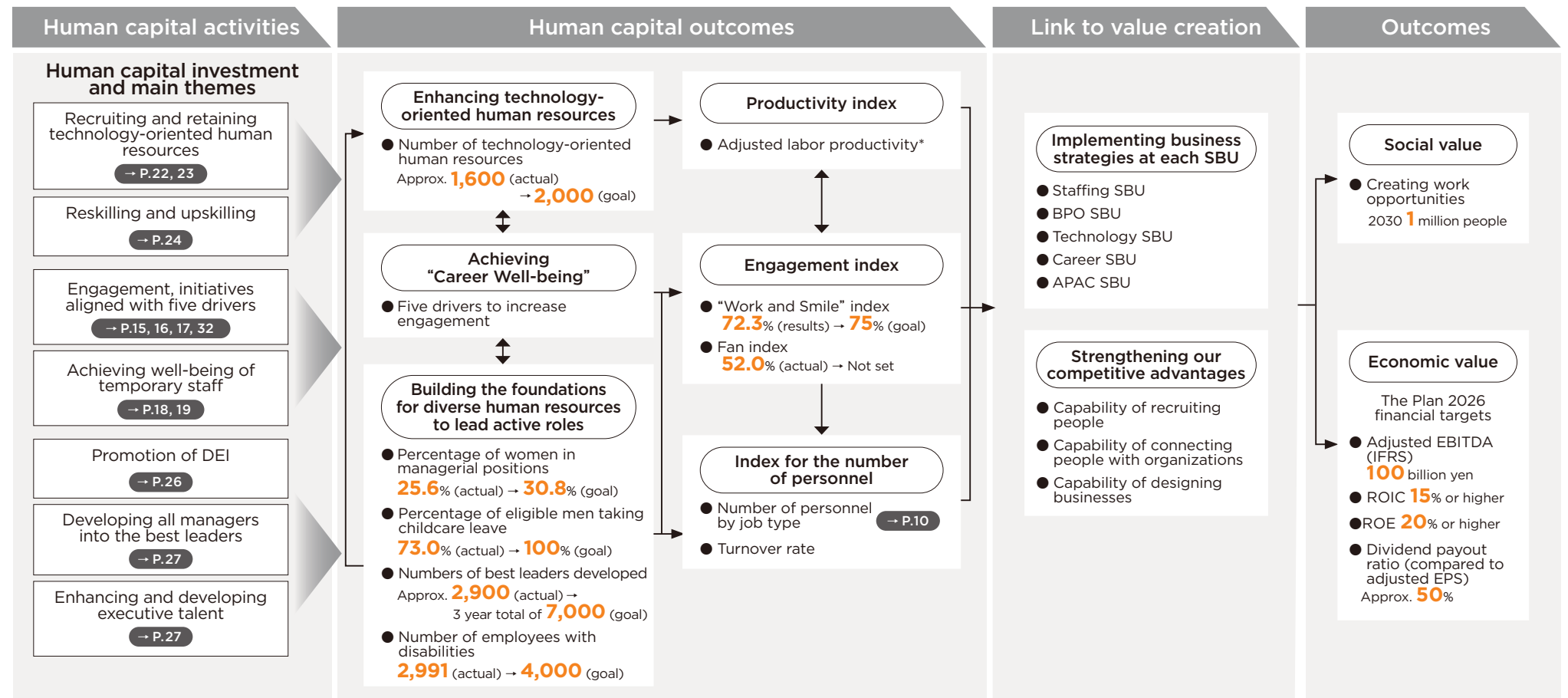
PERSOLKELLY Malaysia employees meeting at the Kuala Lumpur office (Malaysia). In addition to Japan, the PERSOL Group operates in 13 countries and regions, throughout Asia and Australia.



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Overall human capital strategy Our value creation story for 2030, starting with investment in human resources

At the PERSOL Group, the "PERSOL Group's Mid-term Management Plan 2026 (hereafter, "the Plan 2026")" based on the Value Creation Story for 2030 sets a policy of approximately 200 billion yen in human capital investment. This time, we have visualized the relationship between this investment and the value creation (outcomes) of the Group as the human capital impact pathway. Based on the idea that human capital serves as the engine for executing business strategies and strengthening competitive advantages, "productivity," "engagement," and "number of personnel" have been established as key monitoring indicators. Moving forward, we will examine which human resources initiatives positively impact these key monitoring indicators, how they strengthen the execution of business strategies and competitive advantages, and how they lead to financial impacts.



* 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
 * Actual values are set as "FY2023 results," and target values are set as "FY2025 targets."

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Direction of Management and Positioning in Each Business

While individuals seek to shape their own careers and pursue a “Career Well-being,” we are also in an era where the rapid evolution of technologies like generative AI demands the co-creation of business innovation between humans and technology. Given this context, under the direction of the Plan 2026, the PERSOL Group has outlined its vision of evolving into a technology-driven HR service company to respond to social changes and the diverse needs of individuals by 2030.

This growth scenario involves steadily expanding our

Workforce Business, which includes services represented by temporary staffing and outsourced contracting, as our business foundation. At the same time, we aim to significantly expand the Digital Platform Business, which provides value through products and platforms such as permanent placement and recruitment media, to achieve discontinuous, or non-linear, growth.

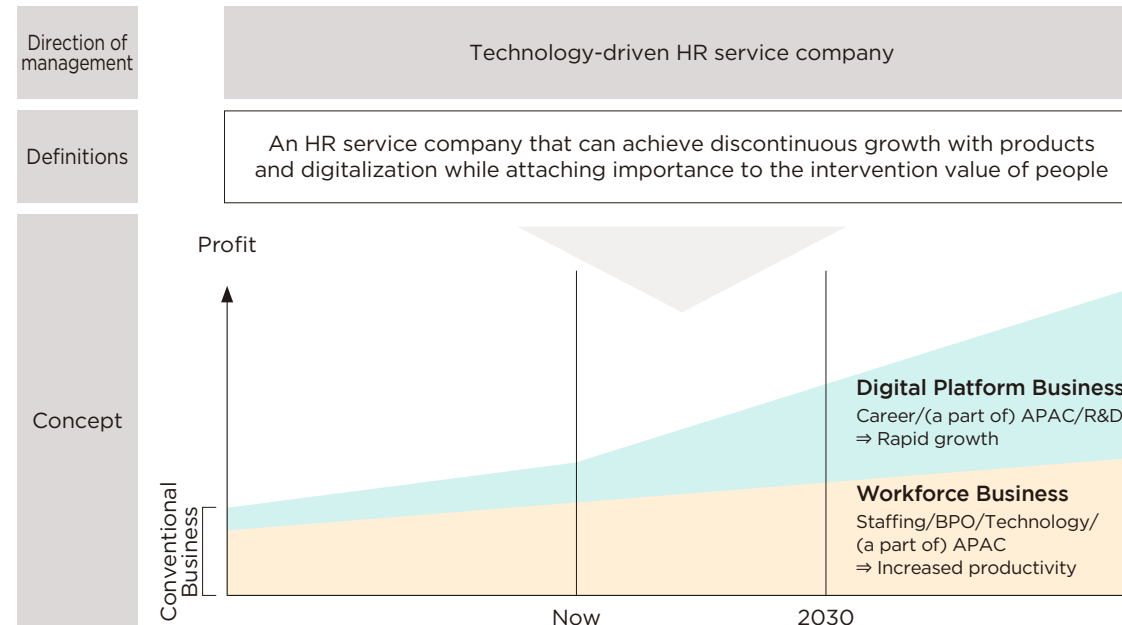
We have also redefined the roles of our business areas, designating the Staffing SBU as the Group’s foundation, the BPO, Technology, and Career SBUs as the pillars of profit growth, and the Asia Pacific SBU as reinforcing the foundations for a breakthrough. Additionally, we established the R&D Function Unit (FU) to explore and create new business opportunities as investments toward the future. Under the framework of a new business domain, we are building an optimal business portfolio whereby we seek

to establish the Career SBU as a pillar of profit growth comparable to the Staffing SBU during the three-year period of the Plan 2026 (FY2023–2025).

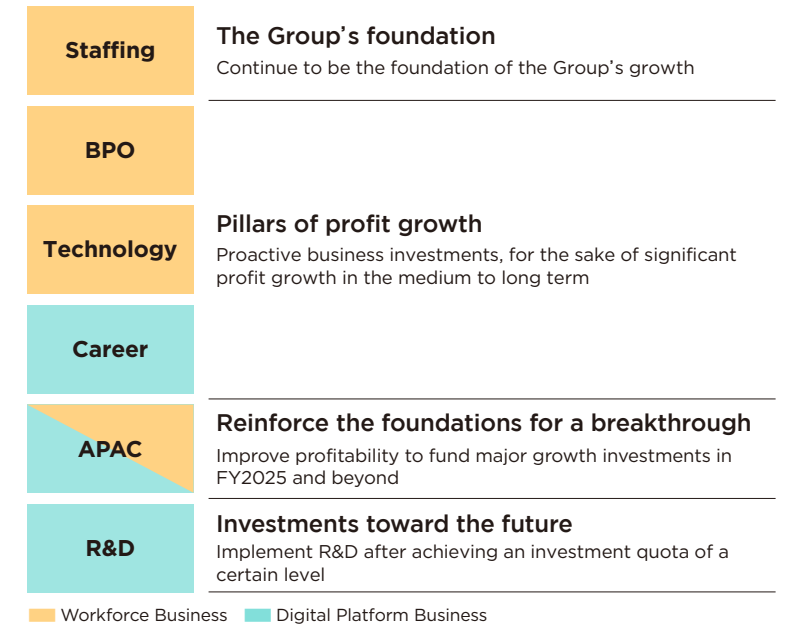
In order to achieve growth and profitability, we need to increase the clarity of our strategies in each business domain. As an initiative to achieve this, we are starting development of a human resources portfolio linked to our business portfolio. In our human resources portfolio, we have set technology personnel as a priority area for workforce expansion.

Moving forward, we will progressively refine the human resources portfolio from the perspective of overall optimization to determine which businesses and services to prioritize, how to proceed, and what skills and personnel are necessary for the strategy, before putting these into practice.

■ Direction of management



■ Positions of business



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Aligning Human Capital Strategy with Business Strategy

Key Positions to Achieve Business Strategy

In line with the direction of the PERSOL Group as being a “technology-driven HR service company,” we are defining the business strategies of each SBU and promoting planning to secure the human resources necessary to achieve this strategy. Here, as a supplement to the “Indicator for the number of personnel” in the human capital impact pathway → P.08, we have identified the key positions necessary to achieve the strategy. In the future, our aim will be to not only consider the quantity of personnel, but also to evaluate the quality in terms of the skills possessed by personnel, with the goal of building a human resource portfolio and implementing corresponding human resources measures.

SBU/FU	Business strategy by SBU/FU			Human resources required to achieve the strategy												
	Business strategy policy	Target areas		Key positions												
Staffing	<ul style="list-style-type: none"> In addition to our current focus on the clerical and administrative staffing domain, we will expand our share in production process staffing. In addition to the growth in numbers of employed staff and longer employment durations, we will increase our billing rate by improving the performance at client companies. Transform the business model by utilizing digital technologies, thereby transforming it into a more profitable business entity. Through these efforts, we will increase our operating profit. 	<table border="1"> <tr><td rowspan="5">Dispatching business</td><td>Clerical work</td><td>◎</td></tr> <tr><td>Production processes</td><td>◎</td></tr> <tr><td>Transport, cleaning, packaging, etc.</td><td>○</td></tr> <tr><td>Expert and technical positions</td><td>○</td></tr> <tr><td>Other positions</td><td>○</td></tr> </table>	Dispatching business	Clerical work	◎	Production processes	◎	Transport, cleaning, packaging, etc.	○	Expert and technical positions	○	Other positions	○	<p>Planning positions Corporate planning, business planning</p> <p>In-house technology positions IT/DX consultants, business architects, IT engineers, data scientists</p>		
				Dispatching business	Clerical work	◎										
Production processes	◎															
Transport, cleaning, packaging, etc.	○															
Expert and technical positions	○															
Other positions	○															
<p>* Target dispatch positions</p> <table border="1"> <tr><td>BPO (Business Process Outsourcing)</td><td>◎</td></tr> <tr><td>CX (Customer Experience)</td><td>○</td></tr> <tr><td>Professional (business BPR, support for technology utilization)</td><td>◎</td></tr> </table> <p>* Target markets</p> <table border="1"> <tr><td>Contracting</td><td>◎</td></tr> <tr><td>Domestic contract engineers</td><td>○</td></tr> </table> <p>* Target business (hereinafter same applies for Career SBU and below)</p> <table border="1"> <tr><td>Permanent placement</td><td>◎</td></tr> <tr><td>Recruitment media</td><td>○</td></tr> <tr><td>Other * Direct recruiting, side job and freelance business, career autonomy support business, foreign human resources employment support business, offshore development business</td><td>○</td></tr> </table>	BPO (Business Process Outsourcing)	◎	CX (Customer Experience)	○	Professional (business BPR, support for technology utilization)	◎	Contracting	◎	Domestic contract engineers	○	Permanent placement	◎	Recruitment media	○	Other * Direct recruiting, side job and freelance business, career autonomy support business, foreign human resources employment support business, offshore development business	○
BPO (Business Process Outsourcing)	◎															
CX (Customer Experience)	○															
Professional (business BPR, support for technology utilization)	◎															
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Permanent placement	◎															
Recruitment media	○															
Other * Direct recruiting, side job and freelance business, career autonomy support business, foreign human resources employment support business, offshore development business	○															
BPO	<ul style="list-style-type: none"> Integrate strategies for BPO (Business Process Outsourcing) Business, CX (Customer Experience) Business, and Professional Business to foster collaborations to share business know-how and promote cross-selling. Accelerate the use of technology across all businesses to optimize business processes. Reskill and upskill approximately 10,000 personnel, enhancing human resources capabilities and increasing business value. 			<p>Sales positions Consultants, corporate (B2B) sales</p> <p>In-house technology positions IT/DX consultants, business architects, IT engineers, data scientists</p> <p>Expert positions Business operations staff</p>												
Technology	<ul style="list-style-type: none"> Strengthen and expand the contracting business. Reinforce the foundations through large-scale recruitment and development of high-value human resources, and enhance sales capabilities to improve billing rates. 			<p>Technology positions IT/DX consultants, business architects</p> <p>Engineering positions Control system software engineers</p>												
Career	<ul style="list-style-type: none"> Promote IT/DX in core doda areas. (Further enhance matching AI, utilize IT/DX in operations and automate operations, reorganize databases, and strengthen data management.) Strengthen in particular the “doda X” high-level career area in permanent placement, and develop a multifaceted business combining permanent placement, job advertising, and direct recruiting based on doda’s talent platform. (Use data science to understand human resources, and provide continuous career development through tailored access to optimal career changes or side jobs.) 			<p>Sales positions Corporate (B2B) sales, individual (B2C) sales</p> <p>In-house technology positions IT/DX consultants, business architects, IT engineers, data scientists</p>												
APAC	<ul style="list-style-type: none"> Expand the permanent placement business, and focus on facility management. Co-develop AI matching with Career SBU to improve the productivity of permanent placement consultants. Enhance productivity in the temporary staffing business through DX investments (automation tools, process improvement tools). 			<p>Sales positions Corporate (B2B) sales, individual (B2C) sales</p> <p>In-house technology positions IT/DX consultants, business architects, IT engineers, data scientists, IT security and governance</p>												
R&D	<ul style="list-style-type: none"> Expand the part-time and casual job business areas using Sharefull as a gateway. In cooperation with doda, increase employment opportunities in new segments. Develop productivity improvement services for the internal labor market. Create platforms targeting the SME market. 	<table border="1"> <tr><td>Growth stage</td><td>MIIDAS, Sharefull, POS+</td><td>◎</td></tr> <tr><td>R&D stage</td><td>TECH PLAY, Reskilling CAMP, COMIC LEARNING, lotsful, Meets Care Agent, Job Change Management MyList, Life Ship, Drit</td><td>◎</td></tr> </table>		Growth stage	MIIDAS, Sharefull, POS+	◎	R&D stage	TECH PLAY, Reskilling CAMP, COMIC LEARNING, lotsful, Meets Care Agent, Job Change Management MyList, Life Ship, Drit	◎	<p>Sales positions Corporate (B2B) sales, individual (B2C) sales</p> <p>In-house technology positions IT/DX consultants, business architects</p>						
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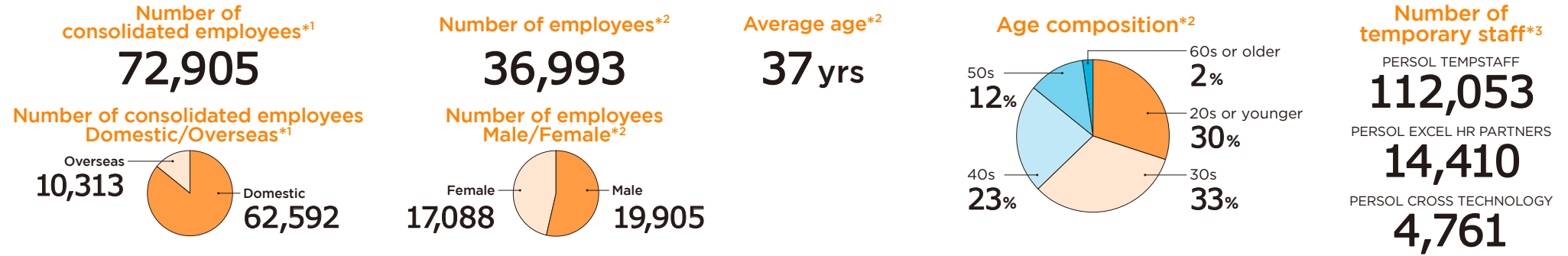
* For R&D, the business portfolio is regularly reviewed, and the effectiveness and feasibility of businesses are evaluated and the findings are updated.

◎:Top focus ○:Focus

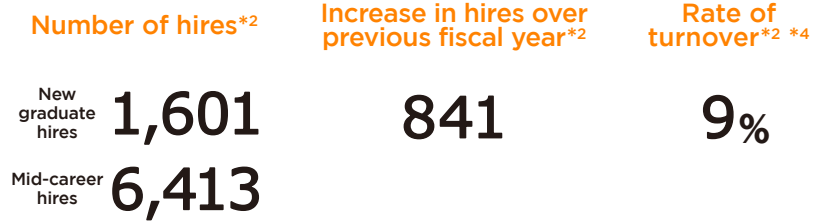
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PERSOL Human Capital by the Numbers (FY2023)

Human capital status



Hiring and separation



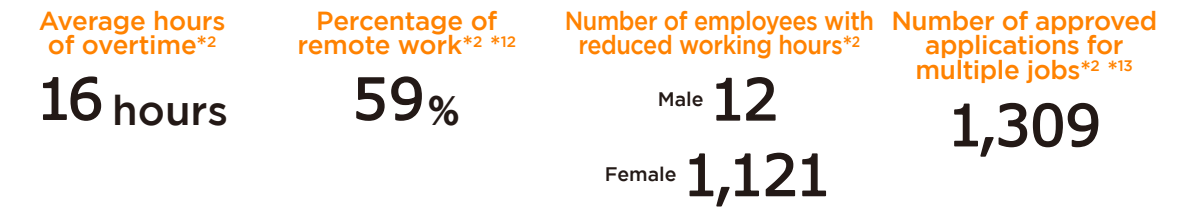
HR development



Engagement



Work style reform



Corporate health management



DEI



*1 Overseas figures are employee numbers for the Asia Pacific SBU, and domestic figures are those for domestic Group companies (including indefinite-term temporary staff).

*2 Figures indicate domestic Group companies (exclude indefinite-term temporary staff). However, some companies that have not yet completed the introduction of a common human resource management system for Group companies in Japan are excluded.

*3 Average number of workers employed each month (excluding short-term and one-off contracts) by fiscal year. The calculation method has been revised from FY2023. For reference, an Excel file with historical data on the number of temporary staff can be downloaded from the link below. [Number of temporary staff by positions](#)

*4 Calculated for unlimited term employees only.

*5 The percentage of employees who answered two questions about employee career ownership (in intention and action) by choosing one of the top two points (of a five-point scale).

*6 Data includes training conducted by human resources and business departments across all Group companies in Japan.

*7 The percentage of employees who answered questions about how they evaluate (the support for growth and trustworthiness of their supervisor by choosing one of the top two points (of a five-point scale) (average of two questions).

*8 The percentage of employees who answered questions about their motivation to contribute (to the work and to the organization) by choosing one of the top two points (of a five-point scale) (average of two questions).

*9 The percentage of employees who answered a question about how much they empathize with the Group Vision: "Work and Smile" by choosing one of the top two points (of a five-point scale).

*10 The figures are calculated by subtracting from 100% the average percentage of performance estimated by survey subjects in the past four weeks in a survey using the Single-Item Presenteeism Question (SPQ) with a single question developed by the University of Tokyo on the assumption that 100% means the level of performance without diseases or injuries (as of September of each year).

*11 The figures exclude employees at Asia Pacific SBU and associates employed for indefinite terms at PERSOL Group companies.

*12 The figures show the percentage of employees who replied that they engage in remote work at least once a week (as of September of each year).

*13 The figures show the number of applications for multiple jobs approved during each fiscal year.

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Initiatives for Our Human Capital Strategy

Employees of PERSOL HOLDINGS Co., Ltd. chat at KNOT United Square, the employee cafe space (Japan). Employees of Group companies located in the same building use this space for a variety of purposes, such as having a meal, holding casual one-on-one meetings, or holding social gatherings.



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Message from the CHRO

Creating an environment to evolve the entire Group into a technology-driven HR service company

Hiroataka Mino

Executive Officer CHRO

Visualizing the value of human capital investment with the human capital impact pathway

The PERSOL Group’s core business is human resource services. We are committed to human capital management, recognizing that improving the well-being of our employees and the temporary staff employed through the Group is a growth strategy in itself. High employee engagement and well-being should lead to enhanced productivity. As competition for human resources continues to intensify, we believe these two factors will be essential for attracting and retaining talent.

The PERSOL Group’s Mid-term Management Plan 2026 (hereafter, “the Plan 2026”) includes plans to invest 200 billion yen in human capital. For this, we have visualized how our plans will lead to value creation (outcomes) for the Group in the form of the human capital impact pathway. Our goal is to communicate to stakeholders our efforts in an easy-to-understand manner, showing how investments lead to the creation of financial and non-financial value.

PERSOL Group has five SBUs.* Each unit has a different business model and strategy, but they all have one thing in common: human resources are their most important capital. We have therefore established three common indicators—productivity, engagement and number of employees—as the core monitoring indicators leading to value creation.

These indicators, which are complementary in nature,

are monitored across the Group. Various studies have shown that highly engaged employees are more productive. On the other hand, measures such as improvements in treatment and wage increases are elements that increase employee engagement but are not sustainable unless productivity increases. Naturally, it is also essential to manage personnel numbers to ensure that human resources are acquired and retained in line with the strategy.

Starting development of a human resources portfolio linked to our business portfolio

To provide some additional information on the number of employees, the PERSOL Group is divided into two large groups: the first is sales and management, which includes sales, planning and consultants, and the second is labor, which includes engineers and other staff stationed at client companies. Generally, sales and profits have been in proportion to the number of employees in the labor grouping, while the number of sales representatives and consultants responsible for temporary staffing and career change assistance has increased in proportion to the increase in the number of labor employees. However, in recent years, the nature of support provided to temporary staff and job seekers has been transformed by the use of AI and other technologies. One example is Sharefull, a service that matches people with jobs. Individuals can search for short-term or one-time jobs that allow them to work in their

* Strategic business units



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Message from the CHRO

spare time, even late at night, while companies are able to immediately hire people. This matching process does not involve sales representatives or consultants as it has in the past. Increasing the number of personnel in each job category in a well-structured manner will directly lead to increased productivity.

As we transform ourselves into a technology-driven HR service company, technology has become a key area of focus for our workforce expansion. Digital technology is especially indispensable for creating services that did not exist before, and we are also advancing the use of technology to enhance the value of existing services and improve work streamlining. Hiring experienced human resources from outside the company is the mainstay of our personnel expansion, but we have also introduced a reskilling system for sales and other employees to shift to technology positions, and also have in place the Career Challenge program and the Career Scouting. It would not be surprising if, by 2030, IT and DX human resources outnumber sales personnel.

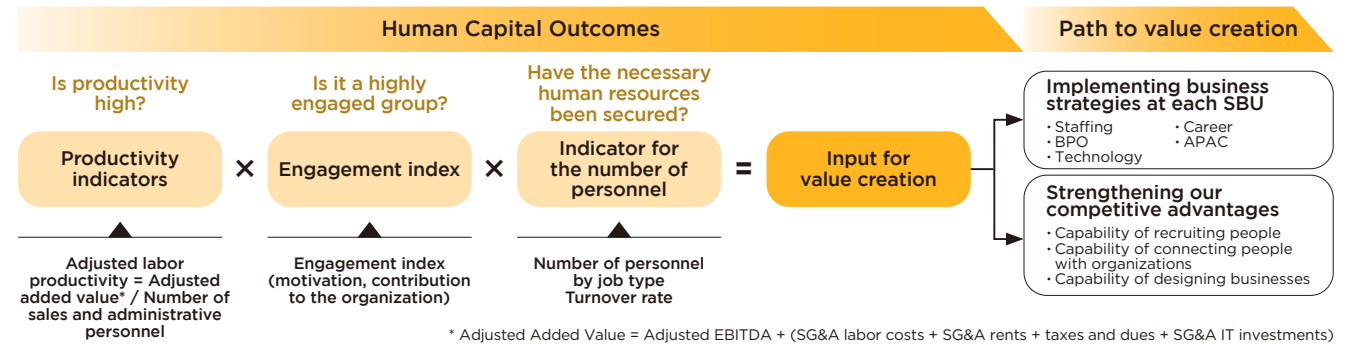
We are in the process of developing a human resources portfolio that will enable management to adapt to such changes in our business portfolio. The first step has been to unify job classifications across the Group into four types of sales and administrative jobs and four types of labor jobs. The next step involves working to build a system that will enable us to grasp precise information in real time. Once this process is completed, there will be greater flexibility in managing personnel by job classification in line with the Group's overall strategy.

Recognizing and improving the five drivers of engagement

The key indicator of engagement has been a particular focus for the past three to four years. The target for the "Work and Smile" index in the Plan 2026 is 75%. In addition to employees, the engagement of temporary staff working through the Group is also monitored annually using the "Fan index."

We have identified five drivers of engagement: health,

Human capital management: The important monitoring indicators



relationships, autonomy, self-efficacy, and shared Group Vision.

Of these, autonomy has been found to contribute the most to engagement in the PERSOL Group. We support employees in their career ownership through a variety of systems, including the Career Challenge program. For relationships, we are developing a team performance program. One training instructor accompanies a team of about 10 people for six months to foster team building over an extended period. The manager for that team then serves as a training instructor for another team to lead organizational reform. Although this process takes time, as the number of participants builds, it can be expected to improve relationships in the organization.

In terms of health, the previous Mid-term Management Plan established a system for Group-wide management and analysis of stress check test results, while the current plan has a system for management of physical health checkup data. We envision integrating mental and physical data to clarify how working contributes to health and what kind of working styles contribute to health.

Integrating human resources policies is the cornerstone of the Group's global growth

The PERSOL Group has grown through numerous mergers and acquisitions. A variety of domestic and foreign companies are likely to join the Group in the future.

Employees who have newly joined the PERSOL Group will work for well-being while sharing the Group's vision and aspirations for who we want to be, while also respecting the culture and climate of the company they have been working for. As a result, productivity will increase and corporate value will rise. In this way, we will embody the concept of "Career Well-being" and hope to demonstrate it to the world. Until now, we have focused on integrating our human resources policies in Japan. However, the challenge is how to integrate the laws and customs of countries and regions outside Japan with the Group's common personnel policies. Over the next three years, we will continue to deepen discussions on this matter.

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Achieving “Career Well-being”

Taking Unique Employee Engagement Measures to Become a “Career Well-being” Creation Company

Engagement

In the PERSOL Group’s Mid-term Management Plan 2026 (hereafter, “the Plan 2026”), the Group has set out the PERSOL Group’s aspirations as being a “Career Well-being Creation Company.” In addition to the traditional engagement indicators, the Group has positioned five items that incorporate the “Career Well-being” index jointly developed with U.S.-based Gallup as new key indicators for the Group (“Work and Smile” indicators). Our goal for 2025 is to raise the average score for the “Work and Smile” indicators to 75% across the Group, and we have incorporated this into the evaluation indicators for each officer.

Five engagement drivers

The PERSOL Group has identified five key drivers as important elements for enhancing engagement and “Career Well-being”—health, relationships, autonomy, self-efficacy, and shared Group Vision—and has reflected them in the HR strategy and HR measures. In order to track related progress, our Group conducts its own engagement survey once a year in the form of an online questionnaire.

“Health” aims to achieve a state of good physical and mental health, and based on the concept of corporate health management, it includes monitoring of presenteeism through stress checks and engagement surveys. Starting from this, we take measures to promote DEI and implement team performance programs as part of the “relationships” driver, which creates an environment where individuals are respected and recognized, and we promote multiple jobs and support career ownership in a variety of ways to increase “autonomy” by enabling employees to choose their own work and work style. These efforts foster self-efficacy,

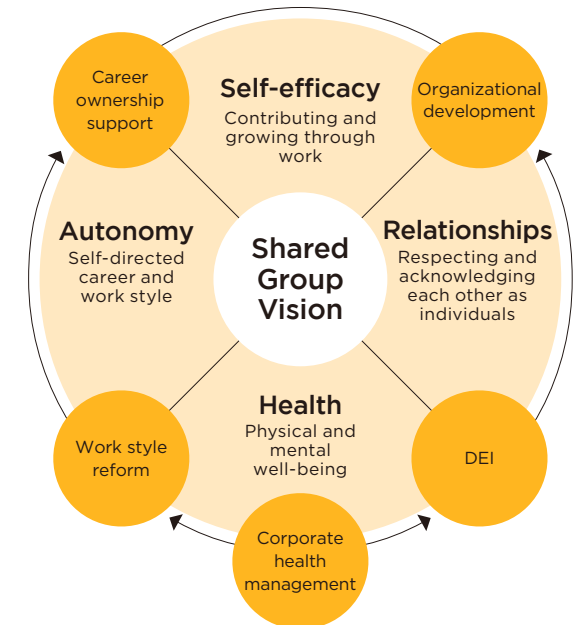
■ “Work and Smile” index results and targets

Questions	Questions asked	Results (FY)			Targets (FY)	
		2021	2022	2023	2024	2025
“Career Well-being” index	I enjoy the work I do in my job every day.	63.5%	66.9%	67.4%	71.7%	73.3%
	I think the work I do in my job significantly improves the lives of other people outside of my own household.	80.2%	81.0%	81.9%	81.3%	81.4%
	I, personally, have many choices in regard to the type of work I can do in my life.	57.8%	62.9%	63.8%	68.4%	70.2%
Engagement index	My job provides me with great motivation.	61.1%	62.0%	68.3%	67.8%	69.8%
	I would like to make a positive contribution to my organization.	75.2%	79.1%	80.0%	80.0%	80.4%
Average for five survey statements (“Work and Smile” index)		67.5%	70.4%	72.3%	73.9%	75.0%

which allows employees to feel that they are contributing and growing at work, while also creating an environment in which our corporate philosophy is deeply rooted and employees embrace the shared Group Vision of “Work and Smile.” Each key driver is created in a way that connects individual potential with organizational results.

We have also been working on creative ways to utilize the results of engagement surveys by not only reporting the scores for each question but also providing each Group company with tools to analyze the relationship between the “Work and Smile” indicators and the five key drivers. In addition to the human resources departments of each company setting goals and linking them to specific actions, the executives in charge of each business hold discussions at Human Resources Committee meetings based on the action plans of their respective organizations, while managers hold dialogues in the workplace. This leads to concrete actions that improve engagement, from those in management to those on the front line.

■ The PERSOL Group’s engagement drivers



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Achieving “Career Well-being”

Measures to Support Career Ownership

Basic approach

At the PERSOL Group, we have set “autonomy” as one of the key drivers for improving employee engagement. We value the approach of making our own choices from a range of diversified work opportunities, and define career ownership as the willingness and action of each employee to take ownership of their own careers. We also believe it is important for people to have career ownership and develop a career that suits them. This approach is reflected in the various career ownership support programs and measures that we have implemented to date. We provide a wide range of support for each employee to expand their possibilities and develop their career independently.

Career ownership support measures

We define “career ownership” as an employee first having the “willingness” to proactively shape their career and then “taking action.” To support this career ownership, we have set quantitative targets for the percentage of employees who meet the criteria in terms of both “willingness” and “action,” and are providing various forms of support while monitoring the situation through annual engagement surveys.

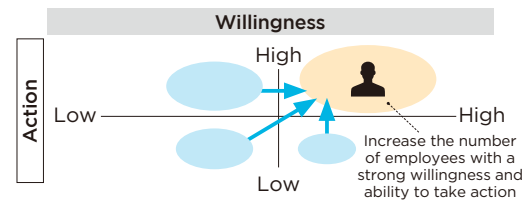
There are nine major Group-wide initiatives. (See the figure below.) The process involves employees first thinking and reflecting on their own career, then gathering information and learning about their career options, and finally making a choice. Each step involves multiple actions, and employees can start from any action for any step based on their own sense of the issues they face. For example, we offer an open recruitment-type training program called “Smyle” to provide employees with the opportunity to design their own careers. “Smyle” is a portmanteau of

“Smile” and “My Style” and is meant to embody the concept of doing “Work and Smile” in your own style. In addition, we introduced a multiple jobs* program in FY2019, and launched a program in FY2021 that allows employees to work multiple jobs even within the Group. Although the program was initially limited to “digital skills” jobs, this was expanded to include “instructor” and “creative” jobs in FY2024. Since employees can be involved in the business of other companies within the Group while working for their affiliated company, this is an opportunity that is easy to take even for employees who may find it difficult to take on a second job outside the Group.

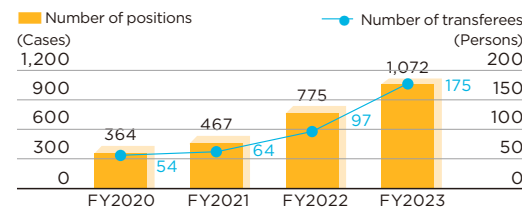
Starting in FY2023, we also introduced a new Group-wide scouting-type transfer system called “Career Scouting” to further expand the career choices available to employees. As a corporate group seeking to become a “Career Well-being Creation Company,” we will continue to support the career ownership of each and every employee.

* Referred to as “multiple jobs” as we do not distinguish between main jobs and side jobs, and we want to provide multiple opportunities for employees who have the desire to grow and contribute to society.

■ Aim to have the willingness and ability to take action toward developing your career

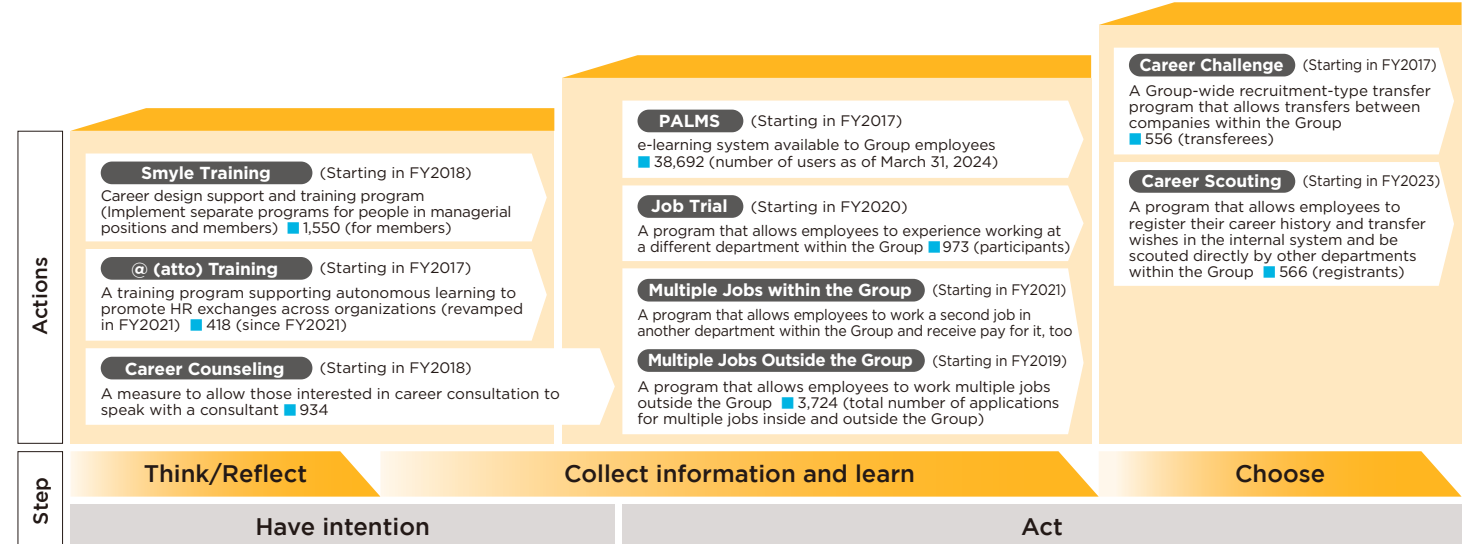


■ Number of employees transferred through the program



* FY2023 figures include the number of positions and transfers in the Career Scouting

■ Nine actions for each step



* Total number of users (through 2024/3)

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Achieving “Career Well-being”

Case Study: Career Scouting

The Career Scouting is a scouting-type transfer system introduced in FY2023 with the aim of providing transfer opportunities that allow employees to develop their own unique careers. Employees register their skills, career history, and career prospects on the career autonomy support platform “CareerMill,” and receive scouting calls from other departments. They communicate with the scouting company through this platform to assess their fitness for the position, and if they pass the selection process, they can choose to be transferred or relocated. In FY2023, around 25,000 employees in Japan were eligible. That year, 566 employees registered their profiles, 695 scouting messages were sent, and 64 inter-Group transfers were made.

Interview |



Achieving career ownership through transfers within the Group

Yukiko Motoyama

PERSOL TEMPSTAFF Co., Ltd.
Corporate Marketing Office 1, Corporate Marketing Department

I joined PERSOL HOLDINGS in 2017 as a mid-career employee. Although I found the business planning and management work there rewarding, my interest in a marketing position that is deeply involved with services grew, prompting me to transfer to Group company POSTAS, in 2020. Then, wanting to further develop the marketing knowledge and skills I had gained at POSTAS in a new

workplace, I learned about the Career Scouting and applied. My boss in the department I was in was kind enough to send me off, and I have been in my current department since April 2024. Although there has been a lot to learn, being often asked for my opinion based on my background has allowed me to put my skills and experience to good use.

I think a great feature of the Career Scouting is that you can receive scouts from multiple Group companies at the same time. I myself was scouted by nine departments. The scouting process was based on a thorough understanding of my work history, strengths, and intentions, so there were no mismatches and the offers were all very appealing. Thanks to this, based on the many things I would learn and the wide range of tasks I would be able to take on, I was able to make a choice that I was satisfied with.

When I joined the company as a new graduate, I had never thought about what kind of work I wanted to do. At PERSOL, I feel like I am able to shape my own career. I believe that having the opportunity to express the way they want to work, and have that be accepted, allows people to think about their careers and have hope.

Case Study: Share-based Compensation Scheme for Management

The PERSOL Group has two types of share-based compensation schemes. The first is a trust-type share-based compensation scheme for directors and employees in managerial positions at each Group company, under which funds for the acquisition of shares are put into a trust and paid out at the time of retirement. After its introduction in FY2017, the number of eligible people and the amount of benefits have been gradually increased, with the result of reaching approximately 250 people and each person receiving compensation equivalent to three million yen* in FY2024. → P.30

The second plan is a restricted stock compensation scheme aimed at middle managers such as department and section managers, which issues shares on the condition that they are held for three years. The plan began in FY2021 and provided compensation to approximately 3,000 people in FY2024, with each person receiving the equivalent of one million yen. The human resources and finance departments worked together to put this in place, in response to CEO Wada’s desire to reward managerial employees and have them in the same boat as executive officers. CEO Wada has conveyed his expectations for managerial employees through video messages.

* Directors are set different amounts depending on their roles and other factors

Tomoki Yoshimura
PERSOL HOLDINGS Co., Ltd.
HR Planning Department
Senior Expert

“Stock compensation schemes are systems that allow employees to see that their efforts are changing the value of the company. There are not many companies in Japan that have verified the effectiveness of and continue to operate stock compensation plans on this scale. I am proud of this pioneering initiative of ours.”



Yu Matsumoto
PERSOL HOLDINGS Co., Ltd.
Finance Department
General Manager

“The share-based compensation scheme is an incentive system common to the Group. But from a financial perspective, it’s also something that makes effective use of treasury stock and increases individual shareholders, so I see it as a system that achieves the objectives of both human resources and finance.”

■ FY2024 survey results

Among those covered by the restricted stock compensation scheme, we conducted a survey of approximately 1,800 people who were eligible for the first lifting of transfer restrictions since the introduction of the plan. The scores were high: 78.4% of respondents said the plan had increased their engagement, and 73.8% said it had made them more aware of stock prices.



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Achieving “Career Well-being”

Working to Achieve Well-being for Each and Every Temporary Staff Member

Two key themes and three initiatives

To enable all temporary staff to “choose their own work style and live in their own way,” the PERSOL Group has established two key themes — “creating work opportunities” and “creating fans” — and is taking three initiatives to improve well-being. In “creating work opportunities,” we provide “support for job hunting” centered on providing a wide range of job offers to meet diverse work-related needs, while also focusing on “support for personal development

and career building” by helping people acquire skills and improve their career-related knowledge, in order to broaden the range of choices available to each individual. In “creating fans,” we offer diverse work styles and hold various events to enrich employees’ time outside of work as part of “support enabling staff to work steadily with peace of mind.”

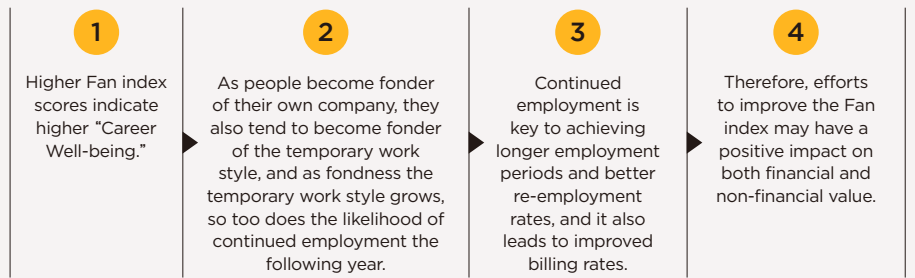
[Staff Well-being](#)

■ Verifying the path to value creation (impact pathway)

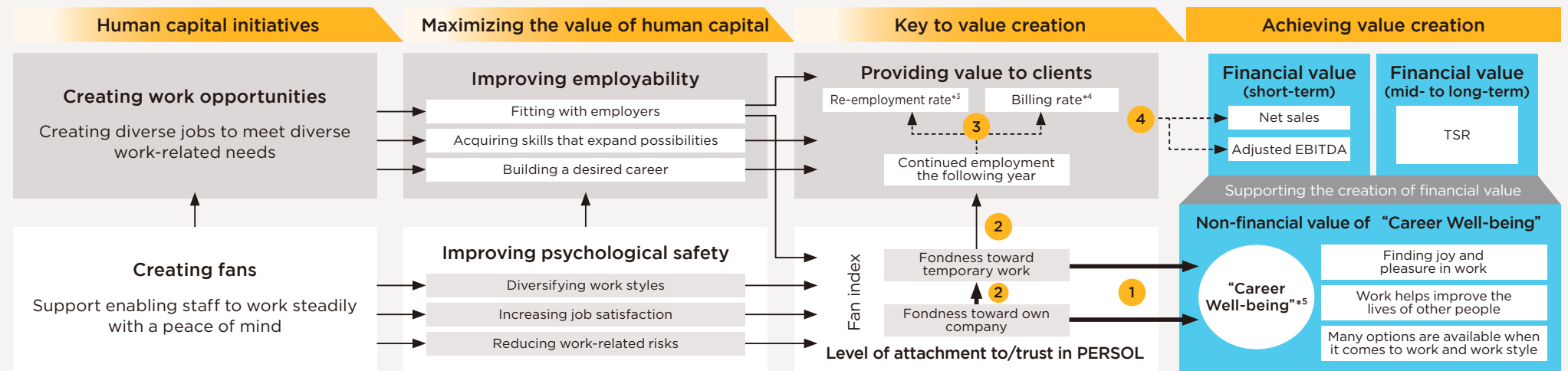
At the PERSOL Group, we have developed an “impact path” that is a visualization of how efforts to improve the human capital of our temporary staff lead to value creation. Based on this path, we look at data from various angles to verify the effectiveness of our measures. For example, we have introduced a “Fan index”^{*1} (see the figure to the right) as an engagement index for temporary staff, and we measure it continuously every year. We have confirmed that improvements in the “Fan index” lead to value creation, as shown to the right.^{*2} Based on these results, we have decided to expand the scope of our engagement measurement. We will also continue to evolve our efforts to improve engagement.

^{*1} An engagement index that shows the level of attachment and trust towards PERSOL.

^{*2} Analysis is based on data from the annual staff survey conducted by PERSOL. Continued employment the following year is verified based on whether or not the individual remains employed by PERSOL the following year. Analysis uses structural equation modeling. “Career Well-being” is treated as a latent variable for the three indicators, while the other variables are analyzed as observed variables.



■ Paths leading to financial and non-financial value and verification results



^{*3} Percentage of temporary staff who completed assignments and were re-employed.

^{*4} Average hourly billing amount among temporary staffing contracts.

^{*5} We ask questions about three elements that we have defined as “Career Well-being” Indicators—work experience (pleasure and fun), the evaluation of work (social contribution and meaningfulness), and self-determination in work—to measure and visualize the degree to which “Work and Smile” is achieved.

^{*} For “keys to value creation” and “achieving value creation,” the indicators indicated by arrows (1) and (2) show a positive correlation in the direction of the arrows. The thickness of the arrows indicates the relative strength of the correlation between the indicators. Arrows (3) and (4) indicate a logically assumed connection.

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Achieving “Career Well-being”

Redesign of our regular performance review system

Providing Client Company Feedback to Temporary Staff

At the PERSOL Group, we view each and every temporary staff member as a valuable asset and are committed to initiatives aimed at improving their motivation and personal

development. PERSOL TEMPSTAFF, which employs over 100,000 temporary staff, revamped its regular performance review system for temporary staff in October 2024 and introduced a new feedback mechanism. Through these reviews, the client companies for whom the temporary staff work provide feedback on the workers’ daily efforts in their assigned tasks, and this feedback is passed on to those workers.

For example, supervisors communicate what they particularly appreciate about the work done by the worker, specific stories about those aspects, the tasks they would like

the worker to undertake in the future, and their expectations for the worker’s skill development.

Providing this feedback to temporary staff on a regular basis enables these workers to strengthen their understanding of the quality of their own work and their performance. We believe that this boosts motivation and the desire to improve skills, leading to long-term employment.

Interview |



It was the first time my work had been recognized, and it gave me confidence. I want to improve my skills by taking advantage of training

Ms. Naito, an office worker at a diversified construction company

I am currently working as a temporary staff member at the office of a major general contractor. Although I have worked as a temporary staff for about 25 years, I had never received a review from a supervisor with whom I work with directly, so I had never had the opportunity to know specifically whether or not my supervisors were satisfied with my work. This new regular performance review system allowed

me to have my work evaluated, which gave me confidence that my work was good enough. The regular performance review system has helped me to think positively about my career goals, such as what kind of work I can do in the future and what skills I will need to do it.

The appeal of being a temporary staff member is that you can choose your own work style and business job responsibilities to suit your particular life stage. However, this requires you to continually study and improve your skills. PERSOL TEMPSTAFF holds training sessions once a year aimed at helping employees improve their skills. It’s been extremely useful as it allows me to review my current skills and also fill in the gaps in my knowledge. The staff at PERSOL TEMPSTAFF always provide detailed support, and you feel like they’re there for you. Temporary staff receive presents from the company every year on October 2. I received a stainless steel bottle a few years ago that I love and still use today.

Interview |



I received feedback at a time when I was struggling with my career, and it made me decide to take on my current job as a full-time employee

Ms. Yasutomi, an office worker at a real estate research company

I have been working as an office worker at a real estate database company for two years. My self-reviews had always left me thinking that I didn’t measure up, but under the new regular performance review system, I received an unexpectedly good review. My direct supervisor, who I work with every day, told me that “everyone in the department is being helped

in some way.” I was happy that he was thinking about me like that, and at the same time I felt flattered.

I always value communication with the members of my department. And I have worked mindfully, paying attention to their health and work progress, starting work with a deadline first, and making efforts to finish before the deadline. My review made me feel very happy that my way of working was appreciated.

In fact, when I got the feedback, I had been worried about how I should work going forward. As a temporary staff member, I felt a sense of urgency about having to think about my next job, but the positive feedback I received gave me confidence in my work. After my temporary employment contract ended, I was directly hired to work as a full-time employee. The feedback I received through my review has given me the encouragement to face my job head on.

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Message from the CIO/CDO



Bringing the power of technology talent into the Group to create a future where workers are happier

Yuta Tsuge

Executive Officer CIO/CDO

By making greater use of technology in human resources services, we can unleash more of people’s “work potential”

I assumed the position of CIO/CDO in April 2022. Having previously worked on introducing technology at PERSOL CAREER, a core company in of the PERSOL Group, I am now using my know-how to aggressively promote the use of technology throughout the Group.

In the Plan 2026, the PERSOL Group has shifted course to become a “technology-driven HR service company.” In the service-based “Workforce Business,” represented by temporary staffing and outsourced contracting, the Company is promoting the digital transformation of existing businesses. In our product-based “Digital Platform Business,” which is supported by products such as “Sharefull,” we aim to achieve disruptive growth by leveraging technology to provide new value to our customers.

Naturally, data will be accumulated as we use technology to connect people and work. We therefore believe that by utilizing AI in addition to the data we have accumulated through our business activities, we can provide more opportunities for working people. Is it possible to provide individuals with options for careers that suit them

based on more diverse information than just attribute information such as educational background and age? And can we help people better unleash their abilities and desire to work? By utilizing data, companies can also move away from personal, intuition-based decisions about placing the right person in the right position. Technology and data will play a major role in improving the well-being of workers and society as a whole.

Promoting technology-driven business transformation through co-creations between SBUs and PERSOL HOLDINGS’ CoEs

Through co-creations between each SBU* (business units) and the CoE (Center of Excellence, an organization that strengthens the implementation and utilization of technology in each business of the PERSOL Group across organizational boundaries) established within PERSOL HOLDINGS, we are making efforts to become a “technology-driven HR service company.” As the SBUs in our Group are large and diverse, each business takes the initiative in promoting digital transformation and business transformation, with PERSOL HOLDINGS providing support.

* Strategic Business Unit

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This involves hiring technology professionals with diverse technical backgrounds and assigning them to the CoE, from which they participate in and support major SBU projects. In FY2023, CoE personnel went beyond industry conventions to bring unbiased opinions to the field, while engaging in repeated discussions with SBU personnel who are familiar with the business. Now in the second year of the Mid-term Management Plan, a series of projects co-created by the CoE and SBUs have been launched, with all organizations working together as a single team.

Establishing a personnel system that supports engineers in improving their skills and helps them achieve more

In order to advance digital transformation and the use of technology across the entire Group, we first needed to hire technology personnel. Although we have a challenging recruitment plan, we have been able to achieve our goals through steady recruiting.

Our recruiting strategy has seen us devise various methods based on our past experience. For example, many engineers have a strong desire to improve their skills, so it is important to create an environment that caters to that desire. The Product Engineer System (PE System) is a personnel system we specifically established for core technology-oriented human resources. It divides technology talent into six job types, links skill-based compensation to the market, and makes performance reviews absolute rather than relative. In addition, all performance review criteria are designed to measure how much a person has challenged themselves, with the intention of supporting engineers'

desire to improve their skills.

In addition, guided by the Group Vision of "Work and Smile," we are directly confronting issues related to people, organizations, and work styles. It would seem that many of our engineers, as working people themselves, joined the company out of a feeling of shared purpose with the Group Vision. I think one of the results of the Plan 2026 is that we have been able to attract experienced personnel.

Introducing technology while at the same time fostering a technology-oriented mindset in the field

We are simultaneously introducing technologies while working to foster a technology-oriented mindset among PERSOL Group employees at our workplaces. Simply introducing cutting-edge digital tools and systems will not foster a technology-oriented mindset at workplaces if it does not lead to better work opportunities.

Taking the permanent placements as an example, career advisors search through a large number of new job openings every day to find the best fit for job seekers. AI is used in the initial stages to sort through the vast number of job openings, but it is the career advisors who consider the future careers of job seekers together with them and ultimately select the best job offers, taking into account their desire to work. In this way, we aim to foster a technology-oriented mindset by communicating the importance of utilizing technology, while also placing emphasis on the value that only people can provide.

We are also working on reskilling and upskilling employees involved in sales, planning, and other areas to help them use technology more effectively. We have set



up a learning environment for the latest technologies, such as those involving generative AI and data utilization, and also have a new career path system in place that allows employees to acquire specialized skills in digital technology and move from sales to security organizations.

I believe there are many people in the world who want to work but are unable to fully demonstrate their abilities. If we can use the power of technology to visualize abilities and motivation and create a structure for leveraging those things in people's work, it will lead to satisfaction for both workers and companies. As a company that takes work seriously, the PERSOL Group will use technology to create a future in which workers are happier.

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Themes Tackled by Technology-oriented Human Resources

In line with the Plan 2026, the PERSOL Group is working toward transforming into a “Technology-driven HR service company,” and is expanding its pool of technical human resources to support this strategy.

There are two themes that technology-oriented human resources are confronting. The first, the “creation and growth of the Digital Platform Business,” aims to explore and expand new products and platforms, in order to deliver new experience value to customers. The second, “the digital transformation (DX) of Workforce Business” has a focus on Staffing SBU, through innovations to existing products and services, and improving productivity through operational efficiency.

Structure

To promote DX across the Group, PERSOL has established the Center of Excellence (CoE), an organization that brings together specialized human resources and expertise from each Group company. The CoE organization works together with SBUs on DX initiatives to ensure the effective implementation and utilization of technology in businesses and services, and that these lead to tangible business results. These efforts have been recognized with the Information Technology Award (Management) at the 42nd Information Technology Awards in FY2024 by the Japan Institute of Information Technology.

Process

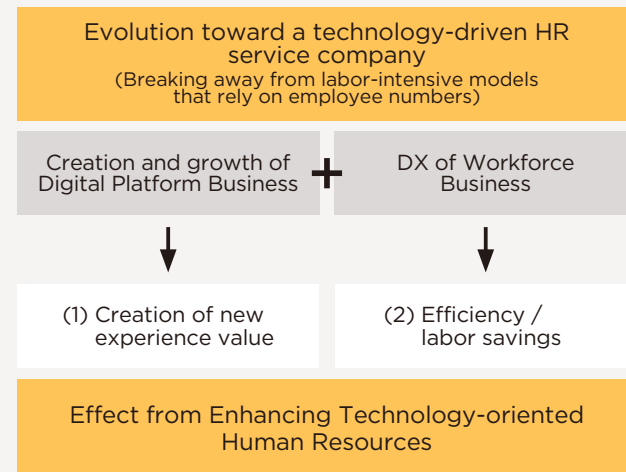
The collaboration between the CoE organization and SBUs is divided into three categories: strategic planning; planning, execution, and deployment; and generation of results. Strategic planning carefully identifies key themes based on financial goals that are agreed upon with SBU leadership, and planning, execution, and deployment is carried out in line with these themes, and the extent to which these have generated results is measured and tied to management decisions.

Human resources

The PERSOL Group defines its technology-oriented human resources into two categories—core technology-oriented human resources, and technology-using human resources. By having these two groups work together, we are promoting digitization and DX.

Of the six occupations performed by core technology-oriented human resources, the Digital Platform Business mainly recruits business architects and IT engineers, while the Workforce Business mainly recruits IT/DX consultants and IT engineers, etc. We are working to appropriately allocate, recruit, and train these human resources in accordance with the characteristics of each business, their phase, and the complexity of the IT project.

Overview of initiatives



Details and definition of technology-oriented human resources

- Core technology-oriented human resources**
Human resources who utilize their specialized knowledge in data and digital technologies, thereby transforming products and operations
- Technology-using human resources**
Human resources who understand the latest technologies, and who can work closely together with core technology-oriented human resources to accelerate digitization

Six occupations of core technology-oriented human resources

Business Architect	In the development of various services and products, they formulate the directionality and measures required for solving problems from the perspectives of user experiences and customer communications, etc., and they plan and promote services and projects toward their implementation.
Digital Transformation Consultant	In solving business issues, and in the development of various services and products, they propose solutions from an IT perspective, and plan and promote projects and tasks toward their implementation.
Data Scientist	Through data design and analysis, etc., they discover operational issues, propose improvements, and develop various services and products.
IT Engineer	They utilize their engineering skills (data, applications, infrastructure, etc.) and develop various services and products.
Designer	In the development of various services and products, they formulate the directionality and measures required for solving problems from the perspectives of design (UX/UI), and they formulate designs.
Digital Marketer	Relying on digital technology, they conduct marketing activities, such as recognition of different services and products, and they work on how to attract customers.

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Enhancing Technology-oriented Human Resources

Recruiting Technology-oriented Human Resources

The PERSOL Group is actively recruiting talented, experienced personnel in order to expand our technology-oriented human resources. We have established a "Product Engineer System (PE System)." This personnel system includes an evaluation and compensation system along with multiple career paths optimized for technology-oriented human resources. We also have remote work and multiple jobs systems to make it easier for technology personnel to work.

[FY2023 Edition, P32](#)

Interview |

From a business leader at a listed company to a strategist at PERSOL: "I want to contribute to promoting diverse ways of 'working'"

Sayaka Yoshizaki

PERSOL HOLDINGS Co., Ltd.
Lead Strategist, SBU Business Planning Office, DX Planning Department

Until I joined the company in 2023 as a mid-career hire, I was working at a consulting firm and IT trading company, developing new products that utilized IT, and providing digital transformation support to client companies. I had a fulfilling experience growing a two-person organization into one with 250 people as a business leader at a listed company, however when I wanted to become more directly involved in society, I decided to join the company because I shared the PERSOL's philosophy of realizing diverse work styles in society.

Thanks to mentoring and a wealth of training opportunities, I could quickly understand the essence of the company and the details of its business. Training included the opportunity of receiving feedback on my presentations from superiors and colleagues, and this let me gain experience before assuming practical duties at CoE.

At present, I am supporting digital transformation at PERSOL TEMPSTAFF as a strategist, helping to enhance corporate value. While working together on tasks such as developing mid-term management plans and sales strategies, I use data together with responsible officers to create future-looking sales models. To achieve this, I select IT tools and consider improvement proposals. We also work on projects to find and analyze successful sales patterns using marketing data.

Being able to freely exchange opinions with experienced colleagues at the CoE and stakeholders from other Group companies, as well as receiving straightforward advice, has contributed significantly to my learning. In the future, I hope to be able to combine internal company data with market data, and to help PERSOL achieve diverse ways of working.



Interview |

I want to contribute to business growth by enhancing my skills and expertise at PERSOL, a company that offers a high degree of freedom in career development

Yusuke Shimoda

PERSOL HOLDINGS Co., Ltd.
Senior Strategist, SBU Business Planning Office, DX Planning Department

After graduating university, I joined a major telecommunications company, where I gained experience in sales and planning roles. I then moved to a consulting firm where I worked on projects such as enhancing sales capabilities and using technology to drive business reforms. While I participated in various projects, I was often only partially involved, so in 2023 I joined PERSOL HOLDINGS with the intent of making a more lasting contribution to business growth over the medium to long term.

At present, I am responsible for DX promotion at Group companies, and am involved in wide-ranging activities from the formulation of digital strategies and visions at PERSOL TEMPSTAFF through to driving the implementation of these measures. Specifically, I am participating in projects to leverage AI and other technologies to fundamentally transform the matching process between client companies and job seekers. By building mechanisms that enable job seekers to be rapidly notified of information about projects that have been ordered by client companies to sales staff, and creating systems capable of more precise matching, my hope is to contribute to expanding employment opportunities.

I really enjoy the fast-paced development environment in which I can collaborate with members who bring diverse strengths to the table. Looking forward, while improving my own skills and knowhow, I would like to actively take the challenge of confronting new areas, beyond what is expected of a Senior Strategist.

The PERSOL Group offers a high degree of freedom in career development, including opportunities to work at a range of Group companies. Furthermore, these Group companies have a wealth of customer contacts and data, so I feel that there are more opportunities for technology-oriented human resources to play an active role.



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Enhancing Technology-oriented Human Resources

Overview of Human Resources Development Measures

Reskilling

The PERSOL Group is working to develop core technology-oriented human resources to bolster the company, and as of FY2023 has trained more than 80 personnel. Furthermore, through our Career Challenge program, we are recruiting people to switch from non-technology jobs to being core technology-oriented human resources, and making these transfers happen.

Interview |



The challenge of inexperience. Switching from sales to security

Rei Nagai
PERSOL HOLDINGS Co., Ltd.
Lead Consultant, Security Governance Office,
IT Governance Department

After working at a manufacturer and an apparel company, in 2017 I started with PERSOL TEMPSTAFF. When working in sales, while I found it fulfilling to develop new customers and to train junior staff,

I felt that I wanted to gain more expertise that would help me grow. At this time, I learned that I could apply for a technical role through the Career Challenge program, even with no experience, so I decided to take on this challenge.

After transferring, I went through around six months of training, with the first half of that studying to gain certification, and the remainder in on-the-job training to gain a better understanding of the position. During this time, I worked hard with my fellow trainees to review our understanding and exchange ideas, fostering mutual growth. I also participated in periodic meetings with teams from candidate departments for my assignment, which allowed me to envision the actual work while furthering my studies. Currently, I work in a department responsible for enhancing Group security governance, with a focus on security education. I am making use in my work of the knowledge and experience I gained before my transfer—this includes examining security issues based on my understanding of sales flows in each Group company.

Looking forward, I hope to leverage my on-the-ground experience to build a reliable foundation upon which employees and customers can feel comfortable.

Upskilling

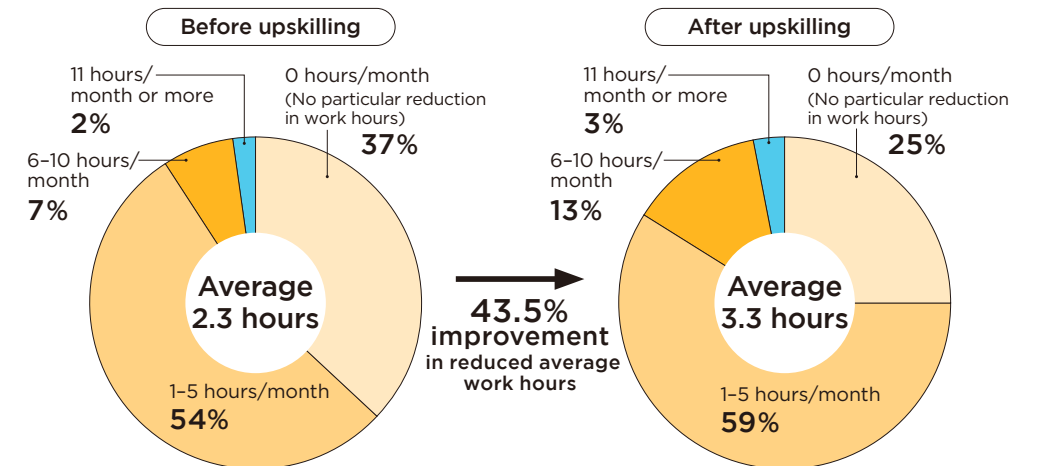
Since 2023, the PERSOL Group has begun integrating its own proprietary generative AI tools into operations, and is actively promoting upskilling initiatives for its employees as a Group-wide initiative.

As part of this effort, we have created an environment in which employees can learn generative AI while enjoying themselves, and that encourages them to learn through their own initiative. In doing so, we have established an in-house community where employees can share their own prompts and ideas among themselves, and we are organizing in-house events to award those who have created outstanding prompts.

An internal survey conducted in May 2024 revealed that following these upskilling initiatives, the scope of application of generative AI expanded further and with increased business efficiency, leading to an average monthly reduction of 3.3 hours in work time, an increase of 2.3 hours. Additionally, this upskilling has fostered new learning opportunities and habits, with information exchanges and communication within the internal community enhancing the motivation to learn.

Furthermore, with the aim of systematically building AI literacy to ensure the safe use of generative AI, the Group conducted collective certification exams for the Generative AI Passport.

Effect of in-house proprietary generative AI on reducing work hours



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Message from the Gender Diversity Committee Chairperson



The most important issue right now is making the most of what women, as the largest minority, have to say

The PERSOL Group aspires to be “‘Career Well-being’ Creation Company.” To achieve “Career Well-being,” it is essential that each individual recognizes and makes the most of each other’s values. Since we believe that DEI (Diversity, Equity & Inclusion) embodies this, we are promoting DEI throughout the Group.

In 2021, we established the Group-wide Gender Diversity Committee, which reports to executive officers. Although we are also working on activities related to LGBTQ+ and people from different nationalities, we thought that our first priority was to ensure that the voices of women, who are the largest minority, were heard.

The committee has set the following targets: bring the percentage of women in managerial positions to 37% by FY2030, and keep the percentage of eligible men taking childcare leave (“male childcare leave rate”) (taking at least one day off) at 100% beginning in FY2025. The committee is composed of HR managers from each SBU, who serve as owners of four subcommittees under the committee. Each subcommittee works to achieve targets and reports at monthly committee meetings, sharing results and knowledge across SBU and company lines. Each subcommittee is

working hard, holding seminars for executive officers and monitoring and analyzing the number of female employees and management candidates at each company.

Comparing FY2020 and FY2023, the percentage of women in managerial positions increased from 20.4% to 25.6%, and the percentage of eligible men taking childcare leave increased from 10.2% to 73.0%. Regarding the appointment of women to management positions, some have said that “evaluator bias no longer exists.” We are seeing progress in raising awareness, but to achieve our goals we need to be even more proactive in promoting women’s advancement, and our challenge going forward is how to create more momentum in that direction.

We believe that measures resulting from the committee’s achievements can be applied to solving other issues. For example, measures to support women raising children can also be used for supporting caregivers. I am confident that these efforts will lead to the creation of a comfortable working environment for everyone.

The PERSOL Group was started by Yoshiko Shinohara, the founder of the company now known as PERSOL TEMPSTAFF, with the desire to “provide opportunities for women to advance in society.” Since then, the Group has created services that did not previously exist, including temporary staffing and university graduate rehiring. We believe that we are the ones who will bring about change that ushers in a society where diverse talent can thrive.

Eliminating bias against minorities and creating a society where everyone can thrive

Kyoko Kida

Chairperson, Gender Diversity Committee
Director and Executive Officer, PERSOL CAREER Co., Ltd.

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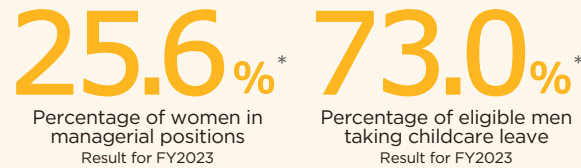
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Towards Building an Organization Fully Utilizing Diversity

Our vision for DEI

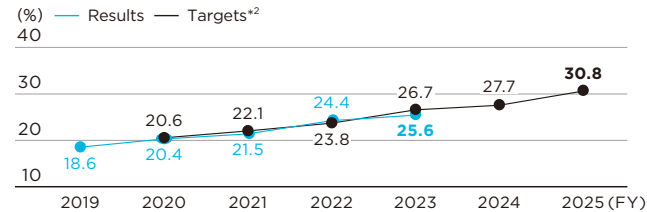
Transforming the organization into an environment where everyone can thrive

Metrics of diversity in decision-making

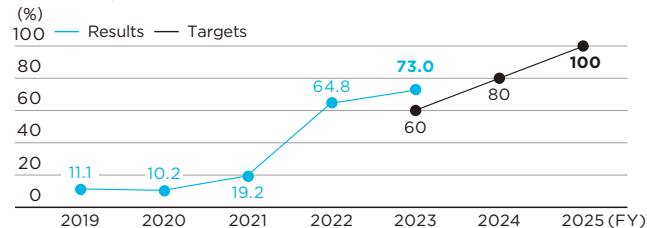


Important metrics in DEI: Targets and results (Domestic group)

Percentage of women in managerial positions*¹



Percentage of eligible men taking childcare leave (One day or more)*³



* The figures exclude employees at Asia Pacific SBU and associates employed for indefinite terms at PERSOL Group companies. The percentage of women in managerial positions for FY2023 is as of April 1, 2024, and the percentage of eligible men taking childcare leave taken is as of March 2024.

* Targets are set for employees of Group companies in Japan, and actual results are tabulated.

*¹ Figures indicate domestic Group companies (exclude indefinite-term temporary staff). However, some companies that have not yet completed the introduction of a common human resource management system for Group companies in Japan are excluded.

*² Targets are set based upon the ratio of female employees in career positions within all domestic Group companies. FY2025 targets use values for April 1, 2026.

*³ From FY2022 onwards, the percentage of employees taking childcare leave or using the leave program for childcare purposes among employees' spouses giving birth 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.)

The PERSOL Group believes that flexibility and creativity are essential for the sustainable development of both society and businesses, and the foundation for these lies in the diversity of its members. We are advancing initiatives to “build a foundation where diverse human resources can thrive,” recognizing that the presence and active participation of these diverse members who can understand and accept people’s feelings, ways of thinking, and perspectives are critical to achieving the Group Vision.

Specifically, we are advancing initiatives such as promoting gender diversity, the starting point for DEI, supporting all managers to excel as “top leaders,” and working to strengthen and develop management talent.

DEI and gender diversity goals

In September 2021, the Gender Diversity Committee was established as a cross-group organization reporting directly to management, and it is working to improve the speed of decision-making and implementation related to DEI. In FY2023, we created opportunities for SBU heads to share action plans and engage in robust discussions with the aim of achieving the target percentage of women in managerial positions, and this led to changes in the awareness and behavior of management. Additionally, we published the Gender Diversity Report to coincide with International Women’s Day in March. This highlighted the perspectives of female leaders within each SBU and initiatives being taken by them, and we are working to promote a deeper understanding of DEI and gender diversity among employees.

[Gender Diversity Report \(in Japanese only\)](#)

We have established two KPIs for DEI—the percentage of women in managerial positions and the percentage of eligible men taking childcare leave (“male childcare leave ratio”). We have set a goal of increasing the percentage of women in managerial positions to 37% by FY2030, and as of April 2024 this figure has reached 25.6%. Increasing the percentage of women in managerial positions is symbolic of building an organization that fully utilizes diversity, and is an important management goal. Given that, this has been included as a non-financial and thematic indicator in the evaluation of executives.

The target for the male childcare leave ratio (taking at least one day off) is 100% for FY2025 onwards, and as of March 2024, this has reached 73.0%, up 8.2 points from the previous fiscal year. Uptake of long-term leave has also increased, and as of March 2024, 36.2% of participants are taking one month or more, bringing the average number of days of leave taken to 61.2 days. Furthermore, we are continuing our focus on reducing overtime hours as a measure to support higher percentages of women in managerial positions and male childcare leave ratios. The amount of overtime hours has been decreasing year by year. However, further efforts are necessary to reach our targets.

In FY2023, we were selected for the first time as a “Nadeshiko Brand” in recognition of our committee activities, target setting for each SBU, detailed monitoring measures, and disclosures of our career ownership initiatives. Looking to the future, we will accelerate the formulation and implementation of action plans across all SBUs, including positive actions, to achieve our objectives.

[Our approach to “Diversity, Equity, & Inclusion”](#)

Promotion of the employment of workers with disabilities

The PERSOL Group aims to employ 4,000 people with disabilities by FY2025, and in FY2023, through the creation of jobs and new hires, we were able to hire 2,991 people with disabilities. Through our own efforts, such as standardizing operations, developing human resources aligned with their strengths, and supporting retention, we aim to meet legally mandated employment rates, and at the same time, we are expanding the value and potential of diverse working styles, including creating employment opportunities for individuals with disabilities.

Number of employees with disabilities



*This is the number of people with disabilities included in the Group’s report on the employment status of people 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 companies subject to the number of employees with disabilities, changes in the number of employees in the Group as a whole, and the impact of changes in the statutory employment rate.

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Building the Foundations for Diverse Human Resources to Lead Active Roles

For all managerial employees

Support to empower all leaders to be the best leaders

The PERSOL Group offers support so that all managerial employees can be active as the "best leaders."

We operate a one-year Group-wide newly appointed manager training to impart the knowledge, skills, and mindset necessary for management work. This is divided

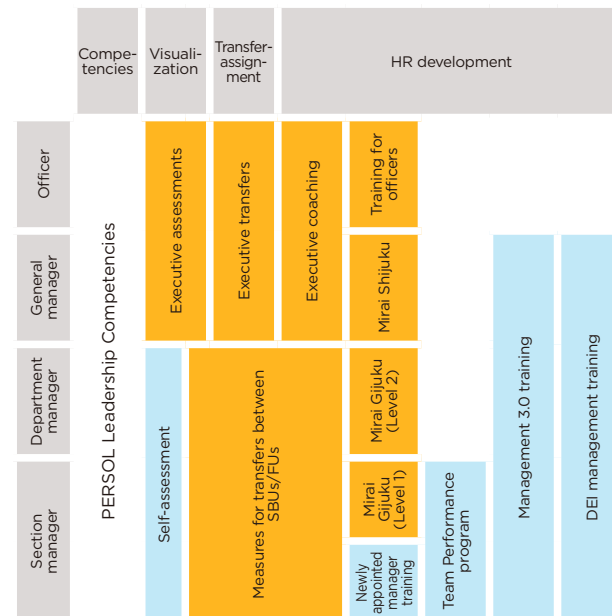
Number of leaders developed

2,900*

Result for FY2023

* Total number of those who received training for managers provided across Group companies in Japan. It does not include those who received training for managers, which is provided separately at each SBU/FU.

Overview of Group-wide talent management measures



■ Measures for executives & next-generation human resources
■ Measures for managerial employees

into three stages, and has around 1,000 participants annually. Additionally, with the aim of enhancing the psychological safety and bringing out the autonomy of teams, we offer the "team performance program" action learning training to section managers. Participants show behavioral changes in their interactions with team members, and changes were also observed in teams, with members taking more ownership of organizational goals.

Starting in FY2023, we have conducted Management 3.0 Training as a new experimental program. The aim is to build a self-directed learning cycle in which managers deepen their self-understanding and self-reflection through annual self-assessments based on the PERSOL Leadership Competency, a framework outlining competencies required for senior managers across the Group, and then they select their own training programs using the cafeteria system, according to their own interests and challenges.

Through these various support measures, the number of "best leaders" trained in FY2023 reached approximately 2,900. The Company aims to train a total of 7,000 of these leaders over the three years spanning FY2023 to FY2025.

For executives and next-generation human resources

Strengthening and developing management human resources

The PERSOL Group is working to nurture management personnel who have a holistic, Group-wide perspective. For senior executives, we conduct executive assessments and coaching aimed at deepening their self-understanding, along with "executive transfers" as strategic measures for transfers.

For the development of next-generation management personnel, we provide the "Mirai Gijuku" (first and second levels) training programs for selected managerial employees, from section managers to department heads. This includes a program for learning key points in management for improving organizational engagement, and another for learning leadership for solving social issues. We will also incorporate the planning of reunions for participants of the previous fiscal year's Mirai Gijuku into the program and offer support to ensure continuous learning and practical applications.

For high-potential human resources in their 30s, we are promoting a visualization of talent and the design of necessary experience for the Group as a whole, and in FY2023, we established a talent pool of approximately 100 executive candidates.

I hope to overcome cultural differences and support the building of a global environment

I am truly honored and excited to be appointed to lead the APAC Strategic Business Unit (SBU) starting from August 2024. My journey with the PERSOL Group began through an acquisition, and over the past decade, I have had the privilege of holding various roles across APAC. It has been inspiring to witness the growth of our business from its inception to one with now USD 3 billion annual sales.

I believe my extensive experience in the APAC region will be instrumental in helping PERSOL bridge cultural differences and foster greater understanding between Japan and our markets across the Asia-Pacific. By leveraging the unique strengths of both regions, I am confident we can position the APAC SBU as a leader in the workforce solutions space, driving continued growth and success.

As the first non-Japanese member of the HMC* in Japan, I fully recognize the responsibility that comes with this role. I aim to contribute by offering a diverse and constructive perspective, helping our leadership team remain agile and forward-thinking in today's dynamic global environment.



Francis Koh
Executive Officer,
Asia Pacific SBU Lead

* Headquarters Management Committee (a meeting body that assists the Representative Director, President and CEO and discusses the PERSOL Group's basic management policy and the decisions on the execution of important operations.)

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The Groundwork Supporting Our Human Capital Management

Personnel from Programmed working at a mining site (Australia)
In Australia, we operate primarily under the Programmed brand, offering human resource services and facility management.



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Enhancing the Functionality of Human Capital Management

In accordance with our Corporate Governance Guideline, the PERSOL Group has separated management supervision and execution, adopting an executive officer system to clarify accountability for execution responsibilities. Furthermore, we have established the Headquarters Management Committee

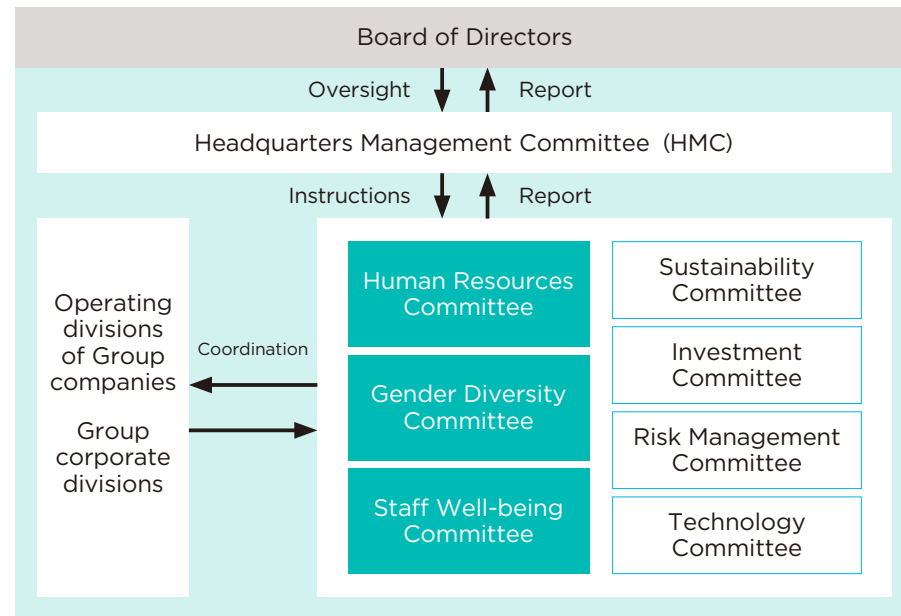
(HMC) as a body that assists the Representative Director, President and CEO. The HMC deliberates on the Group's basic management policy and important operations.

Under the HMC, seven committees have been established—these aim to enhance the effectiveness of the Group's internal control system while also being accountable to the HMC, and they supplement and strengthen its functions. Of these, the "Human Resources Committee," the "Gender Diversity Committee," and the "Staff Well-being Committee" have been established to focus on human capital-related matters.

The Human Resources Committee primarily deliberates

on the PERSOL Group's human resource strategies and succession planning for key human resources. The Gender Diversity Committee focuses on strategies to promote the active participation of women in the PERSOL Group, along with other related critical strategies. The Staff Well-being Committee deliberates on matters related to human capital management for PERSOL Group's temporary staff. This comprises members including the heads of the SBUs, who are responsible for the dispatching business, and it is structured to enable appropriate and prompt decision-making on human capital strategies in line with actual conditions.

■ Governance systems for human capital



[Corporate Governance Guideline](#)

[Integrated Report 2024 P.57](#)

■ Major activities in FY2023

Human Resources Committee	
Number of members	All 11 executive officers (1 Representative Director and President, 10 Executive Officers)
Chair	Hiroataka Mino (Executive Officer and CHRO, PERSOL HOLDINGS Co., Ltd.)
Number of meetings held	8
Average attendance*	94.4%
Matters to discuss Matters to report	<ul style="list-style-type: none"> • Discussion on Executive Officer succession planning • Discussion on key human resource indicators such as labor productivity and retirement rates • Discussion on measures for next-generation management HR development and talent management • Shared information on the SBUs' action plans to improve engagement
Gender Diversity Committee	
Number of members	6 members (1 core Director and Executive Officer, 5 SBU human resources managers)
Chair	Kyoko Kida (Director and Executive Officer, PERSOL CAREER Co., Ltd.)
Number of meetings held	12
Average attendance*	97.2%
Matters to discuss Matters to report	<ul style="list-style-type: none"> • Discussion on reviewing goals and action plans for each SBU to increase the percentage of women in managerial positions • Discussion on subcommittee measures related to top management commitment, institutional/environmental improvement, corporate culture building, etc. • Initiative reports and knowledge sharing for each SBU
Staff Well-being Committee	
Number of members	13 members (4 Executive Officers, 9 SBU function managers) *Executive Officers include 3 SBU managers.
Chair	Hiroataka Mino (Executive Officer and CHRO, PERSOL HOLDINGS Co., Ltd.)
Number of meetings held	10
Average attendance*	89.2% *Members changed during the fiscal year, so this calculates the average attendance rate for each meeting
Matters to discuss Matters to report	<ul style="list-style-type: none"> • Discussion on direction for initiatives to increase engagement by temporary staff • Plan discussions and decisions to expand temporary staff engagement surveys • Discussions and decisions on studies related to temporary staff capacity building • Verification using data on the impact path that leads to value creation through initiatives to improve the well-being of temporary staff and confirmation of key measures • Dialogue with stakeholders and sharing of feedback on committee activities

* Average attendance rate: The average attendance for each meeting was calculated, with the sum of the annual values divided by the number of meetings held.

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Governance Systems for Human Capital

Executive Compensation System

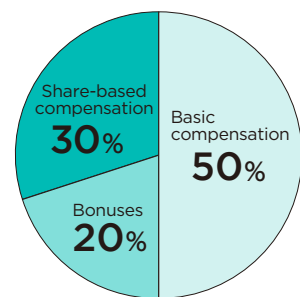
Design of executive compensation system

The PERSOL Group has established an approach to remuneration for executive directors (and other executive officers) and corresponding policies, and it determines the remuneration for executive directors (and other executive officers) based on this approach. The approach is designed to incorporate, in a transparent manner, not just the short-term performance of the PERSOL Group, but also executives' contributions to company performance and corporate value improvement over the medium to long term with the goal of realizing PERSOL's value creation story.

The compensation for the PERSOL Group Executive Directors and Executive Officers consists of "basic compensation" paid in accordance with roles; a "bonus" as a short-term incentive, and "share-based compensation" as medium- to long-term incentive compensation. In principle, the ratio for Executive Directors is set at approximately basic compensation: bonus: share-based compensation = 50:20:30, while for Executive Officers this is set at 55:20:25, assuming a standard amount of incentive compensation. Bonuses and share-based compensation are weighted 60:40, respectively, in favor of financial indicators over non-financial indicators.

We have established a compensation structure, evaluation weights, and evaluation indicators to realize both the economic value and social value created through our business activities.

Standard compensation composition model (Executive directors)



Evaluation indicators for share-based compensation

	Indicator	Target value	Evaluation weight
Financial indicators	TSR	—*	20%
	Adjusted EBITDA	100 billion yen	20%
	ROIC	17% or higher	20%
Non-financial indicators	Goal for value creation	Set for each indicator	20%
	Employee engagement index		20%

* Since the evaluation is a relative one with respect to comparable companies and TOPIX, no target value for the TSR itself is set.

[PERSOL's policy on remuneration for directors \(and other officers\)](#)

Share-based compensation schemes

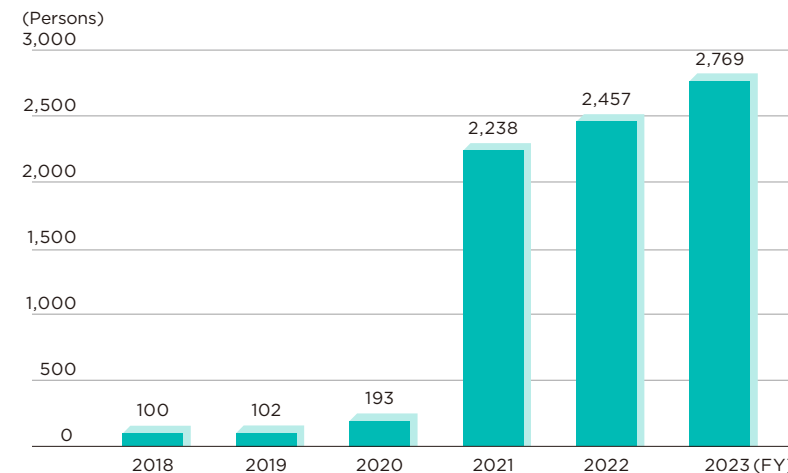
With the aim of creating a more competitive compensation package for managers, we have introduced two types of share-based compensation schemes.

The trust-type share-based compensation scheme (BIP/ESOP), which was introduced in FY2017 is available to directors and executive staff of PERSOL HOLDINGS and PERSOL Group companies. The scheme is linked to the mid-term management plan period, and the eligible people, compensation amounts, and other details are reviewed for each mid-term management plan. Currently, share-based compensation is equivalent to approximately three million yen per eligible employee per year.

In FY2021, in order to significantly expand the number of eligible employees, we also introduced a restricted stock compensation scheme, primarily intended for employees in managerial positions in PERSOL HOLDINGS and PERSOL Group companies. Currently, more than 2,000 employees are eligible for this system, and each eligible employee receives share-based compensation worth approximately one million yen per year.

The amount of money per person was increased in FY2023 for both schemes. The number of people eligible for the system continues to increase.

Number of employees eligible for the share-based compensation schemes



Note: The figures represent the number of employees eligible for the trust-type share-based compensation scheme (BIP/ESOP) and the restricted stock compensation scheme. (Through FY2020, the figures represent only the number of employees eligible for the trust-type share-based compensation scheme.)

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HR Policy Advanced HR Showcase

The PERSOL Group Vision of “Work and Smile” respects the diverse values of working individuals. The aim of this is to realize a society in which individuals make their own choices from a range of diversified work opportunities, and all work leads to lives of happiness. In the worldview of the PERSOL Group, we consider each and every employee a “working individual.” To make this worldview a reality, we are continuing to work on forward-thinking personnel systems and measures.

We capture facts from data based on hypotheses, and analyze results scientifically. We share success stories externally, and apply lessons learned from these to subsequent challenges. By sharing such experimental human resources, our aim is to lead society as a showcase for innovation. As behavioral guidelines underpinning our human resources policies, we have established HR policies based on the Five Core Principles—Authentic, Customer-Focus, Professional, Teamwork, and Innovative.

■ HR Principles based on Five Core Principles

— Our Vision — Work and Smile		— HR Policy — Advanced HR Showcase	
— Five Core Principles —		— Five Core HR Principles —	
Authentic	Respond to every issue sincerely	Authentic	Fair and just HR that respects diversity and complies with the law
Customer-Focus	Have the confidence to exceed customer expectations	Customer-Focus	HR that recruits and develops employees who are trusted by customers
Professional	Keep aspiring, keep improving	Professional	Development of highly specialized and autonomous employees
Teamwork	Leverage diversity to maximum organizational performance	Teamwork	Realization of optimal hiring, placement, and training for the entire Group
Innovative	Enjoy thinking, acting, and changing yourself	Innovative	HR that is not bound by precedent, grasps reality, and reasons from a clean slate

Group HR Collaboration Framework

The PERSOL Group employs over 800 HR personnel Group-wide in Japan. They are divided into three roles: Group HR, who plan and promote Group-wide HR policies; SBU/FU HR, who plan and promote HR policies to address the issues at each SBU/FU; and individual company HR, who plan and promote HR policies to address the issues at each company. These work together as a Group to promote initiatives related to human capital.

Mechanisms to Strengthen Collaboration

The Group HR Conference brings together senior Group HR and SBU/FU HR managers twice a month to deliberate on issues and initiatives related to human capital, and these have led to the planning and improvement of effective measures for employees engaged in a variety of occupations within the Group.

We also hold a yearly Grand HR Conference, which brings together HR personnel from each Group company, at which progress on the mid-term HR plan is reported, and awards are presented.

■ Group HR Conference — main themes

- Discussions on next-generation human resources development and current-generation human resources exchanges
- Discussions on turning all managerial employees into best leaders
- Discussions on further enhancing engagement
- Discussions on further promoting DEI
- Discussions on a Group-shared talent management system

Development of HR Personnel

Selective training for HR managers

With the aim of working to raise the level of HR functions, each year the PERSOL Group selects one manager from among the HR managers of each Group company to participate in the HR Leaders Forum, an HR leadership development program sponsored by PERSOL RESEARCH AND CONSULTING. This has the goal of training the next generation of HR leaders who will become future HR directors and CHROs. In 2024, a total of 16 sessions were held over nine months.

PERSOL HR Academy

Since 2022, we have been holding a study session called “PERSOL HR Academy” for the Group’s HR employees at which they can share what they have learned with each other. Any Group HR employee can participate in these, and the instructors are HR employees within the Group who share their knowledge throughout the Group, including case examples from each company.

■ PERSOL HR Academy — main themes

- Understand PERSOL labor-related issues
- Understand the Company university, Temp University
- Understand PERSOL DEI
- Learn about planning skills as a human resources professional
- Understand alumni hiring
- Learn about data and technology usage as a human resources professional
- Understand the path to obtaining White 500 certification under Certified Health & Productivity Management Outstanding Organizations Recognition Program

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Human Resources Management System for the Group

Examples of Progressive Initiatives that Embody Our Advanced HR Showcase

New recommendation model to incorporate into “CareerMill”

The PERSOL Group has developed its own in-house system, “CareerMill,” a way to support its career ownership initiatives and ensure appropriate operation of the Career Challenge Group-wide open recruitment-type transfer system. This provides broad-ranging support for employees voluntarily taking inventory of their own career experience and skills, job posting through to application, and selection management.

In FY2023, we developed a new recommendation model to incorporate into “CareerMill.” The former recommendation system was designed to suggest positions explained with job descriptions similar to those positions viewed by users. The new model now incorporates log data to recommend other positions that are frequently viewed together with the position being browsed. This allows for the recommendation of positions from more diverse perspectives, providing users with more useful information.

These measures received high marks, and in August 2024 we earned the Excellence Award in the Human Capital Management Division at the 9th HR Technology Awards, which recognize outstanding initiatives in HR technology and analytics in Japan.

■ New recommendation features of “CareerMill”



Exploring managerial behaviors impacting engagement improvement

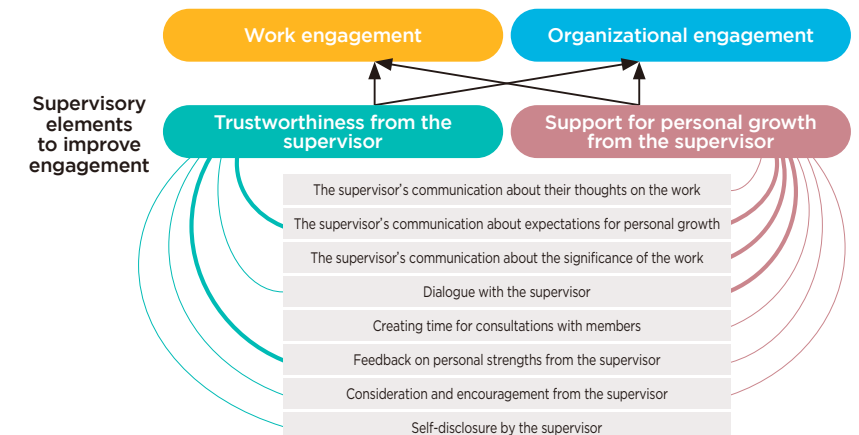
Starting in FY2020, PERSOL Group conducted a three-year study to identify behaviors common among managers of highly engaged organizations within the Group. This study identified eight managerial behaviors that have an impact on improving organizational engagement.

These behaviors were incorporated into engagement surveys as “behavior indicators,” letting organizations monitor behaviors effective in increasing engagement on an organizational basis.

Results of the FY2023 survey showed that each of these behavior indicators impacted engagement with both work and the organization through “trustworthiness from the supervisor” and “support for personal growth from the supervisor.” Of the behavior indicators, those with a relatively high impact included “the supervisor’s communication about expectations for personal growth,” “the supervisor’s communication about significance of the work,” “dialogue with the supervisor,” and “feedback on personal strengths from the supervisor.” This suggested that the behaviors of managers who increase the quality of communications with members are likely to lead to increased engagement.

Looking forward, we plan further analysis and refinement of behavior indicators, along with measures to improve engagement using the behavior indicators.

■ Relationship between behavior indicators and engagement



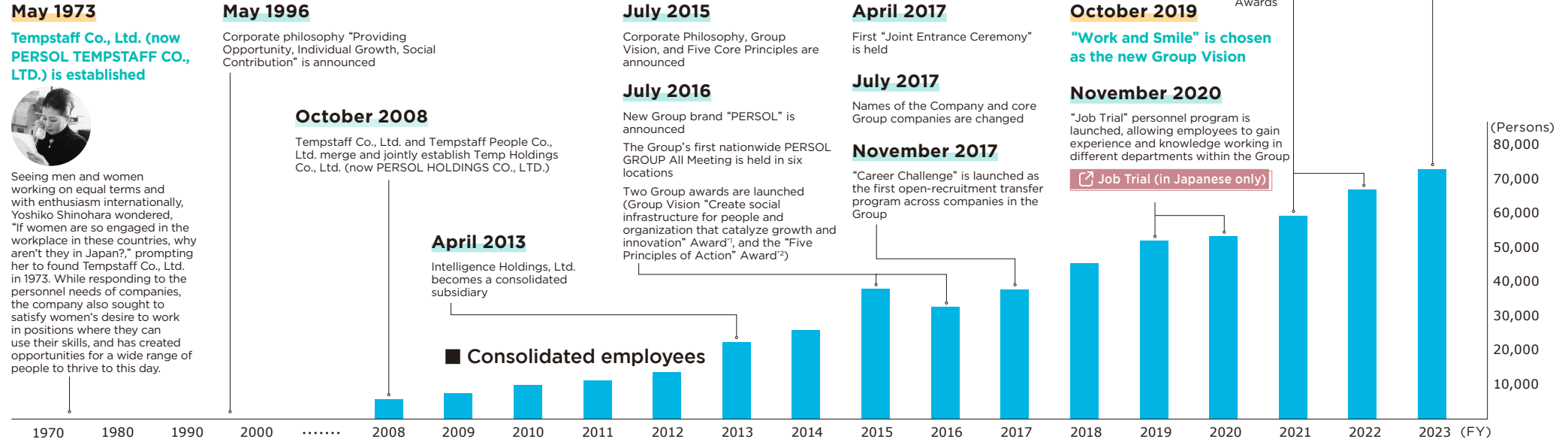
* Even if there is a strong relationship with a particular element, this does not mean other elements are given a lower priority as managerial behaviors.

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Features: A Culture that Nurtures Human Capital

History that Gave Rise to Our Corporate Philosophy

We strive to create a discrimination-free environment where everyone can work with enthusiasm. This is the philosophy upon which PERSOL was founded. It means creating the jobs we need and ensuring that the right people are able to work in those places. It also means creating an environment where people can continue to grow. Based on our founding philosophy, we are guided by our Group Vision of "Work and Smile" and are committed to solving social issues related to working, no matter how times may change.



*1 The management team selected and awarded representative cases and projects based on the degree to which they embodied the Group Vision at the time, "Create social infrastructure for people and organization that catalyze growth and innovation."
 *2 Awards are based on employees' votes on presentations by individuals or team representatives.

Initiatives to promote awareness of the Group Philosophy

At the PERSOL Group, we are working to instill the Group Philosophy in everyone in order to achieve an environment in FY2025 where the Vision Structure is understood throughout the Group, empathy-based actions increase, and engagement is heightened.

An awareness survey on the PERSOL Group's Vision Structure conducted in January 2024 revealed that while awareness of the philosophy is high, there are issues such as a low level of "understanding" and "empathy" when compared to "recognition," as well as a low degree of taking ownership and taking "action."

In FY2024, we will focus on improving understanding of our philosophy, and will implement measures to lay the foundation for "substantial empathy and action based on understanding."

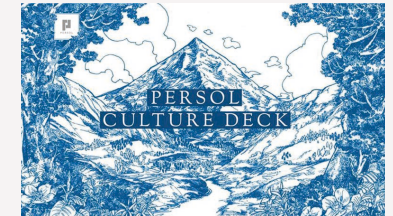
Instilling the philosophy is an important issue for the entire Group, and has been set as one of the non-financial evaluation indicators in the executive compensation system.

[Vision Structure](#)

Case study: PERSOL CULTURE DECK

In September 2024, we created the "PERSOL CULTURE DECK" with the desire to convey the meaning behind our Vision Structure and the important values that have been passed down since our founding. [CULTURE DECK \(in Japanese only\)](#)

Through the CULTURE DECK, we present our Vision Structure as an activity that is like mountain climbing to make it easier to visualize. The climb begins with our Corporate Philosophy, which is also the origin of our founding, and the Five Core Principles show the path to the summit. Who we want to be is that summit we eventually reach, and the view from the summit is the Group Vision. This system allows Group personnel to experience the spirit that has been passed down since our founding and the aspirations we have for the future.



September 2021
 PERSOL Group "Work and Smile" Global Survey results announced
[Global Survey \(in Japanese only\)](#)

January 2024
 Trial survey is conducted regarding awareness of the PERSOL Group's Vision Structure

October 2022
 Asia Pacific SBU also participates in PERSOL Group Awards

October 2019
 "Work and Smile" is chosen as the new Group Vision

November 2020
 "Job Trial" personnel program is launched, allowing employees to gain experience and knowledge working in different departments within the Group
[Job Trial \(in Japanese only\)](#)

April 2017
 First "Joint Entrance Ceremony" is held

July 2017
 Names of the Company and core Group companies are changed

November 2017
 "Career Challenge" is launched as the first open-recruitment transfer program across companies in the Group

July 2015
 Corporate Philosophy, Group Vision, and Five Core Principles are announced

July 2016
 New Group brand "PERSOL" is announced
 The Group's first nationwide PERSOL GROUP All Meeting is held in six locations
 Two Group awards are launched (Group Vision "Create social infrastructure for people and organization that catalyze growth and innovation" Award¹, and the "Five Principles of Action" Award²)

April 2013
 Intelligence Holdings, Ltd. becomes a consolidated subsidiary

October 2008
 Tempstaff Co., Ltd. and Tempstaff People Co., Ltd. merge and jointly establish Temp Holdings Co., Ltd. (now PERSOL HOLDINGS CO., LTD.)

May 1996
 Corporate philosophy "Providing Opportunity, Individual Growth, Social Contribution" is announced

May 1973
 Tempstaff Co., Ltd. (now PERSOL TEMPSTAFF CO., LTD.) is established



Seeing men and women working on equal terms and with enthusiasm internationally, Yoshiko Shinohara wondered, "If women are so engaged in the workplace in these countries, why aren't they in Japan?" prompting her to found Tempstaff Co., Ltd. in 1973. While responding to the personnel needs of companies, the company also sought to satisfy women's desire to work in positions where they can use their skills, and has created opportunities for a wide range of people to thrive to this day.

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Employee Roundtable Discussion

Striving to think openly, act honestly, and change our customers and the society beyond

Alumni who have worked for other companies and have returned, as well as people who have been transferred within the Group, will talk about the meaning of working at PERSOL and the corporate culture here.



Looking back on what makes PERSOL unique after having left the Company

Yamazaki There are employees in the PERSOL Group who have rejoined the company and are thriving after having taken jobs at other companies. Please tell us why you wanted to work at PERSOL again.

Nakamura At the time, I had left the Company in order to prioritize time for my life's work, but I felt something missing as I couldn't fit in with the culture at my new workplace. Quitting my job let me re-examine the significance of the HR service industry, which is involved in people's careers and lives, and realize the greatness of PERSOL's culture of "not

doing anything you couldn't explain to society." So, I gained a lot from quitting my job. During my time away from the company, I was relieved when Chairman Masamichi Mizuta and my former supervisors said to me, "Changing jobs is like studying abroad. You'll probably come back, right?"

Kurimoto I changed jobs to work in the product planning department of a cosmetics manufacturer, which I thought had a good work environment for women. I wanted to create products from the customer's perspective, but the environment there wasn't a good fit for me: people were too concerned with internal company circumstances such as hierarchical relationships, and found it difficult to speak openly. At PERSOL,

we are a group of people who work with the goal of benefiting individual and corporate customers, as well as society at large. This means we can have discussions with the goal of providing the best services, without worrying about seniority. I realized that what I wanted to do was work that would bring positive changes to my clients and the society surrounding them. After experiencing working at a job where the conditions were largely good, but the job itself was unfulfilling and the company culture was not a good fit for me, I once again realized the value of career change support services.

Nozuki I changed jobs to a foreign consulting firm as a place to gain experience, but my peers were more like rivals than colleagues, and even when some of them found themselves in tough situations, they tended to try getting through them on their own. At PERSOL, everyone keeps a close eye on those around them, and it's common practice to always speak to someone who looks like they need help. Ultimately, I decided that I wanted to work for a company whose DNA values people.

Diverse growth opportunities to support career development

Yamazaki Ms. Baba, you have been transferred within the PERSOL Group. Could you tell us what led to the transfer?

Baba I believe I'm a person making effective use of PERSOL's diverse career support services and opportunities to challenge myself. I had previously been in a human resources department for a long time, and was beginning to feel that my growth was slowing, so I began studying business administration and other subjects to improve myself. I then began to feel that I wanted to provide direct value to society, so I applied for a "multiple jobs" → P.16 and began running a workshop for children on weekends. Although the work was fulfilling, it started to become difficult to balance work and family life. One day, a job advertisement for children's career education came up in the Group's open recruitment-type transfer program "Career Challenge" → P.16, 24. This was the job for me, I felt, since I could utilize both my work experience and what I'd learned from my multiple jobs, so I applied.

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Employee Roundtable Discussion



The people at my previous company were happy to send me off, saying, "No matter where we work, we'll still be friends under the same PERSOL sky." Currently, my past and present departments

and colleagues are exchanging information and coming up with ideas for collaborations.

Kurimoto PERSOL seems to have a culture and systems in place that truly support employees' career autonomy. This feeling came to me through a one-on-one meeting with my boss. My boss provides me with advice on how to approach my goals and my career, based on a deep understanding of not only my work but also my underlying values and way of thinking. I had been in sales since joining the company, but for the sake of personal development, I was given the opportunity to try my hand at sales planning, something I had had no experience with. I feel the environment at PERSOL supports opportunities for individuals to expand their potential.



Five Core Principles that I keep in mind in my daily work

Yamazaki More and more opportunities are arising to see PERSOL's Five Core Principles → P.02 throughout the company, including the production of the CULTURE DECK. Is there any principle that you keep in mind on a daily basis?

Nakamura Be "innovative." In order to realize the "Career Well-being" that PERSOL aims for, we need to continue to create new things with an innovative mind. As a salesperson, I am always mindful of being "authentic." I believe that if we commit to doing the right thing, that same commitment will rub off on our customers.

Kurimoto The Group Vision, "Work and Smile," expresses the world I hope to see. As Mr. Nakamura says, in order to change society, we must approach it by being "authentic." There may not be many companies where the word "authentic" comes up on a daily basis like this.

Nozuki I personally value all Five Core Principles. Here is one example in particular that I remember fondly about being "authentic." It happened during my first year at the company, when I was working as a consultant, and I made a suggestion about how to deal with a customer following a certain incident. Although the issue required a considerable



amount of effort to smooth over, my proposal to respond with authenticity was immediately supported by everyone from my superiors to the executive ranks. This ended up being an important event that shaped my work values.

Seeking to provide more possibilities and invigorate both people and companies

Yamazaki Finally, please tell us again what you would like to achieve in your career going forward.

Kurimoto I want to provide everyone with the support they need to work as they want and to live freely. In the future, I

hope to create services that are easy to use for a wide range of companies both large and small, as well as services that expand the possibilities for people who are struggling to find a suitable job under typical conditions.

Nozuki Ms. Kurimoto's words of positivity — "to work as they want" — really resonated with me. There is probably no other company that can provide as many diverse services for



people and organizational issues as the PERSOL Group. Providing a greater array of meaningful options for decision-makers — that's the kind of company I want us to be, and the kind of company we should be.

Baba The definition of well-being varies from person to person and changes throughout life. If you have the will, you should be able to live the life you want at any age. I will continue to provide tailored career education and career ownership support to help each individual achieve their own happiness.

Nakamura Declining populations and an uncertain future in many rural towns in Japan give me a sense of crisis. Creating jobs may enable more people to work and live in these areas, revitalizing local

communities. I want to evolve PERSOL's "working hard for someone" DNA into "working hard for someone, with someone" DNA.



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Longitudinal data (FY2019-2023)

		Unit	FY2019	FY2020	FY2021	FY2022	FY2023		
Human capital status	Number of consolidated employees*1	Total	Persons	52,005	53,227	59,268	66,944	72,905	
		Domestic/Overseas	Persons	—	—	51,732/ 7,536	57,667/ 9,277	62,592/ 10,313	
		Percentage of foreign-born workers	%	—	—	13	14	14	
	By employment*2	Number of employees	Persons	46,155	47,901	53,049	60,183	65,730	
		Number of contingent employees (temporary and part-time employees)	Persons	5,850	5,326	6,219	6,761	7,175	
	By SBU*3	Staffing SBU	Persons	26,218	28,621	31,902	35,277	33,051	
		BPO SBU	Persons	—	—	—	—	9,431	
		Technology SBU	Persons	11,929	11,138	11,788	12,574	8,460	
		Career SBU	Persons	4,759	4,291	4,554	5,553	6,935	
		Asia Pacific SBU	Persons	6,851	6,358	7,536	9,277	10,313	
By age group*4	R&D Function Unit/holdings/directly managed companies	Persons	2,248	2,819	3,488	4,263	4,715		
	20s or younger	%	31	30	29	29	30		
	30s	%	32	32	33	33	33		
	40s	%	25	25	25	24	23		
	50s	%	9	11	11	11	12		
	60s or older	%	2	2	2	2	2		
Hiring and separation	Number of employees recruited*4	New graduate hires Total	Persons	1,103	1,231	871	1,012	1,601	
		New graduate hires Male/Female	Persons	629/ 474	699/ 532	452/ 419	557/ 455	905/ 696	
		Mid-career hires Total	Persons	5,439	3,883	5,120	6,161	6,413	
		Mid-career hires Male/Female	Persons	2,443/ 2,996	1,500/ 2,383	2,321/ 2,799	2,832/ 3,329	2,984/ 3,429	
		Total of new graduates and mid-career hires	Percentage of women	%	53	57	54	53	51
		YoY change in hires	Persons	440	-1,428	877	1,182	841	
	Turnover*4 *5	Total	Persons	2,070	1,966	2,410	2,625	2,809	
		Male/Female	Persons	1,248/ 822	1,169/ 797	1,421/ 989	1,598/ 1,027	1,635/ 1,174	
		Percentage of women	%	40	41	41	39	42	
	Rate of turnover*4 *5	Total	%	10	8	10	10	9	
Male/Female		%	9/10	8/9	10/10	10/9	9/9		

		Unit	FY2019	FY2020	FY2021	FY2022	FY2023		
HR development	Training hours per person	Managers*4 *7	Hours	—	14	17	18	17	
		Employees*4 *7 *9	Hours	19	19	15	18	34	
	Status of training received	Total hours of training (compulsory)*4 *7 *8	Managers	Hours	—	28,840	35,061	38,993	42,015
			Employees	Hours	—	441,892	360,138	456,219	1,050,357
		Total hours of training (optional)*4 *7 *8	Managers	Hours	—	645	4,262	4,138	6,579
		Employees	Hours	—	22,364	37,308	43,405	171,979	
	Total number of participants in training*4	Managers	Persons	—	3,448	5,406	5,471	6,282	
		Employees	Persons	45,452	45,071	53,370	63,728	234,806	
	Team Performance Training	Participants*4 *10	Persons	—	—	12	23	23	
	Status of employee engagement	Management index*4 *11	%	—	58	62	65	64	
Career ownership index*4 *6		%	—	—	49	51	51		
Career Challenge*4	Applicants	Persons	163	212	224	226	273		
Career Scouting*4	Scouts sent	Cases	—	—	—	—	695		
	Applicants	Persons	—	—	—	—	151		
Status of employee engagement	Engagement index*1 *12	%	—	63	67	71	74		
	Vision empathy index*4 *13	%	—	76	77	79	80		
Engagement	Participation rate in the shareholding association*4	%	10	11	12	12	13		
	Number of employees eligible for the share-based compensation scheme*4 *14	Persons	102	193	2,238	2,457	2,769		
Corporate health management	Percentage of employees who had a stress check*4	%	79	82	82	84	86		
	Percentage of employees with high stress*4 *15	%	12.7	12.1	12.1	12.3	11.5		
	Absenteeism (leave of absence for one month or longer)*4 *16	Injuries and diseases	%	—	0.37	0.22	0.33	0.34	
		Poor mental health	%	1.25	1.34	1.64	1.80	2.00	
	Presenteeism (decline in performance due to poor health)*4 *17	%	—	—	—	21.8	21.2		
	Number of fatal accidents*4	Cases	0	0	0	0	0		

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			Unit	FY2019	FY2020	FY2021	FY2022	FY2023
DEI	Number of directors	Total	Persons	10	9	9	9	9
		Male/Female	Persons	9/1	8/1	8/1	8/1	7/2
		Percentage of women	%	10	11	11	11	22
	Number of employees in managerial positions ¹⁵	Total	Persons	2,210	2,509	2,404	2,824	3,193
		Male/Female	Persons	1,769/441	1,998/511	1,886/518	2,134/690	2,377/816
		Percentage of women	%	20	20	22	24	26
	Number of employees ¹⁴	Total	Persons	26,568	28,983	30,081	33,206	36,993
		Male/Female	Persons	14,789/11,779	15,741/13,242	16,405/13,676	17,984/15,222	19,905/17,088
		Percentage of women	%	44	46	45	46	46
	Average age ¹⁴	Total	Years old	36	37	37	37	37
		Male/Female	Years old	37/35	37/36	37/37	38/37	38/37
	Average number of years of continuous service ^{14, 15}	Total	Years	6.4	6.8	7.2	7.0	7.2
		Male/Female	Years	6.8/5.9	7.1/6.3	7.5/6.7	7.3/6.6	7.6/6.7
	Differential between men and women		Years	0.9	0.8	0.8	0.7	0.9
Number of non-Japanese employees ¹⁴		Persons	477	459	459	507	578	
Employment status of employees with disabilities ^{14, 19}	Number of employees	Persons	1,410	1,670	1,981	2,417	2,991	
	Employment rate	%	2.21	2.24	2.39	2.56	2.48	
Wage differentials between men and women ^{14, 20, 21}	Total	%	—	—	78	75	76	
	Unlimited-term employment	Career position	%	—	—	90	85	85
	Unlimited-term employment	Limited position ²²	%	—	—	93	95	96
	Fixed-term employment		%	—	—	83	79	80
Percentage of employees who received diversity literacy training ¹⁴		%	86	95	92	91	95	

			Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Work style reform	Average hours of overtime ¹⁴		Hours	18	16	17	17	16
	Percentage of taking child-care leave ^{14, 23}	Total	%	49	50	55	74	78
		Male/Female	%	11/95	10/95	19/93	65/84	73/84
	Percentage of returning from child-care leave ^{14, 24}	Total	%	92	94	95	97	97
		Male/Female	%	100/91	100/93	98/94	99/96	98/97
	Number of employees taking nursing-care leave ^{14, 25}	Total	%	20	20	21	20	33
		Male/Female	%	8/12	10/10	9/12	6/14	16/17
	Number of employees with reduced working hours ¹⁴	Total	%	666	913	1,032	972	1,133
		Male/Female	%	9/657	11/902	14/1,018	8/964	12/1,121
	Number of approved applications for multiple jobs ^{14, 25}		Cases	185	508	712	1,010	1,309
Percentage working remotely ^{14, 27}		%	—	—	61	57	59	

^{*1} Overseas figures are employee numbers for the Asia Pacific SBU, and domestic figures are those for domestic Group companies (including permanent employees on temporary assignment). In light of the shift to the SBU structure in FY2020, the numbers of employees for earlier years have been recalculated.

^{*2} The number of full-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. The number of contingent employees represents the annual average number of temporary and part-time employees.

^{*3} BPO SBU was newly established in April 2023. Technology SBU changed its name from Professional Outsourcing SBU in April 2023. R&D Function Unit changed its name from Solution SBU in April 2023.

^{*4} Data covers Group companies in Japan (excluding indefinite-term temporary staff). However, some companies, where introduction of the human resources information system common to Group companies in Japan has yet to be completed, are excluded.

^{*5} Calculated for unlimited-term employees only.

^{*6} The percentage of employees who answered two questions about employee career ownership (in intention and action) by choosing one of the top two points (of a five-point scale).

^{*7} Until FY2022, data was gathered from training sessions conducted by the human resources departments from among Group companies in Japan. From FY2023, data has been collected from training sessions conducted by both the human resources and business departments across all Group companies in Japan.

^{*8} Mandatory training refers to training that is required for employees in a specific position or job category, whereas elective training includes open enrollment or cafeteria-style courses and qualification support that employees can choose to take voluntarily.

^{*9} For FY2021, the number of new graduates recruited was reduced due to the pandemic, and the training program for new employees was partly revised. As a result, the number of hours of training per employee was smaller for the fiscal year.

^{*10} The number of managers who participated in programs hosted by PERSOL HOLDINGS.

^{*11} The percentage of employees who answered questions about how they evaluate (the support for growth and trustworthiness of) their supervisor by choosing one of the top two points (of a five-point scale) (average of two questions).

^{*12} The percentage of employees who answered questions about their motivation to contribute (to the work and to the organization) by choosing one of the top two points (of a five-point scale) (average of two questions).

^{*13} The percentage of employees who answered a question about how much they empathize with the Group Vision: "Work and Smile" by choosing one of the top two points (of a five-point scale).

^{*14} The figures represent the number of employees eligible for the trust-type share-based compensation scheme (BIP/ ESOP) and the restricted stock compensation scheme. (Through FY2020, the figures represent only the number of employees eligible for the trust-type share-based compensation scheme.)

^{*15} The figures show the percentage of those with high stress among employees who had a stress check.

^{*16} The figures for injuries and diseases show the percentage of employees who have taken continuous leave for one month or longer due to issues with their physical health, whereas the figures for mental health issues show the percentage of employees who have taken continuous leave for one month or longer due to issues with their mental health.

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- *17 The figures are calculated by subtracting from 100% the average percentage of performance estimated by survey subjects in the past four weeks in a survey using the Single-Item Presenteeism Question (SPQ) with a single question developed by the University of Tokyo on the assumption that 100% means the level of performance without diseases or injuries (as of September of each year).
- *18 The figures exclude employees at Asia Pacific SBU and associates employed for indefinite terms at PERSOL Group companies.
- *19 The figures represent the number of employees with disabilities, as of June of each year.
- *20 The ratio of average annual income of female employees to that of male employees, both of which exclude associates employed by PERSOL Group companies, is calculated. From FY2022 onwards, a new calculation method reflecting partial revisions pursuant to the Act on the Promotion of Women's Active Engagement in Professional Life applies.
- *21 The PERSOL Group ensures fair treatment in recruitment, evaluation, promotion, and other aspects regardless of gender and other attributes. Reasons for the wage gap among employees under indefinite term employment include the facts that female employees account for a high percentage of those accessing the shortened working hours program and that men account for a higher percentage of managers. The entire PERSOL Group will encourage male employees to use childcare leave and other programs and will endeavor to properly increase the ratio of female managers to further improve the fairness of treatment. Reasons for the wage gap among employees under fixed term employment include the facts that men make up a higher percentage of re-employed workers in specialist, IT, and engineering positions and that women hold a higher percentage of clerical positions.
- *22 Limited position employees are those in an employment category that specifies one or more of the following: region, job, or working hours.
- *23 From FY2022 onwards, the figures represent the percentage of employees taking childcare leave and using the leave program for childcare purposes in the fiscal year among employees giving birth (or male employees with spouses giving birth) or adopting children in the fiscal year. (Until FY2021, figures represented the percentage of those who only took childcare leave and included those who took childcare leave the following fiscal year.)
- *24 The figures show the percentage of employees who returned to work, from among all employees who completed child-care leave during each fiscal year.
- *25 The figures show the number of employees who started taking nursing-care leave during each fiscal year.
- *26 The figures show the number of applications for multiple jobs approved during each fiscal year.
- *27 The figures show the percentage of employees who replied that they engage in remote work at least once a week (as of September of each year).

Single year data (FY2023)

		Unit	FY2023
Engagement	Corporate Philosophy	Average awareness score	% 95
		Average comprehension score	% 64
		Average empathy score	% 62
		Average action score	% 45
	Course of action	Average awareness score	% 81
		Average comprehension score	% 69
		Average empathy score	% 68
	Degree of instilling the philosophy ^{*1}	Average action score	% 56
		Average awareness score	% 85
		Average comprehension score	% 69
	Who we want to be	Average empathy score	% 63
		Average action score	% 46
		Average awareness score	% 100
	Group Vision	Average comprehension score	% 79
		Average empathy score	% 74
Average action score		% 60	
Perception of share-based compensation scheme for management staff ^{*2}	Positive response rate in the survey	Q1	% 78.4
		Q2	% 73.8

*1 Based on a survey on awareness of the vision structure conducted among domestic Group companies. Regarding the four elements of the Group's Vision Structure — "Corporate Philosophy, Five Core Principles, Who we want to be, and Group Vision" — this is the percentage of employees who answered that they are aware of them (awareness), understand their meaning and origins (comprehension), want to value and realize them (empathy), and are taking action to realize them (action). The conditions branch is based on positive answers in the order of awareness, comprehension, empathy, and action, such that employees who answer positively to the "awareness" question move on to the "comprehension" question.

*2 Based on the results of a survey conducted among those eligible for the share-based compensation scheme for managers. The percentage of employees who answered the following two questions (on a 5-point scale) using the top two options is shown.
 Q1: Has the current restricted stock compensation plan led to an increase in your own engagement?
 Q2: Do you feel that you are more aware of our stock price now than before you enrolled in the plan?

External Evaluation

First selection as a "Nadeshiko Brand" in FY2023



For the first time ever, in FY2023 the Group was selected as a "Nadeshiko Brand," a joint initiative by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange. By identifying listed companies that excel in promoting women's participation in the workforce and introducing them as attractive stocks to investors, the Nadeshiko Brand initiative aims to promote investment and support selected companies' efforts.

Award for excellence in the HR Management Category in the 13th Japan HR Challenge Awards



Our Career Scouting, which sees recruiting departments within the Group directly scout from a pool of 25,000 eligible domestic employees from another Group company, won the award for excellence in the HR Management Category in the 13th Japan HR Challenge Awards. The award gave high commendation to PERSOL initiatives such as supporting independent career development.

Excellence Award at the 6th Platinum Career Awards



We received the Excellence Award (Creation through Proactive Careers) for the first time at the 6th Platinum Career Awards. The Company was recognized for sharing its corporate philosophy and future direction with employees, and for providing a variety of Company-wide support for each employee's willingness and actions to proactively shape their careers.

Excellence Award in the Human Capital Management Division at the 9th HR Technology Awards



We received the Excellence Award in the Human Capital Management Division at the 9th HR Technology Awards. The in-house development of a career ownership support platform and the implementation of a direct recruiting-based transfer system were recognized as initiatives that contribute to improving employee engagement and revitalizing the labor market within the Group.

Awarded the Gold and Silver ratings in PRIDE Index 2024



In PRIDE Index 2024, PERSOL CAREER and PERSOL DIVERSE received the Gold rating for the third consecutive year and fifth consecutive year, respectively. Two companies, PERSOL HOLDINGS and PERSOL TEMPSTAFF, were awarded for the first time, and they both received the Silver rating.

Certified Health & Productivity Management Outstanding Organization 2024



Along with PERSOL HOLDINGS receiving this distinction for the first time, several Group companies were named "2024 Certified Health & Productivity Management Outstanding Organization (White 500)," "2024 Certified Health & Productivity Management Outstanding Organization (Large Enterprise Category)," and "2024 Certified Health & Productivity Management Outstanding Organization (Small and Medium-Sized Enterprise Category)."

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Contact for inquiries Public Relations Office, PERSOL HOLDINGS CO., LTD. pr@persol.co.jp