

Materiality (KPIs and Targets)

		Overview	KPIs for Materiality Initiatives	FY2028 Targets	FY2030 Targets
Solving social issues through business	1. Creating Work Opportunities	Expand the possibilities of 1 million "workers" by 2030 and create flexible and sustainable "better working opportunities"	Number of people who gained access to better working opportunities	700,000 people	1,000,000 people
	2. Providing learning opportunities	By providing learning opportunities, we empower individuals to expand their potential and contribute to improving the overall quality of the workforce.	Number of participants and number of trainees	220,000 people	230,000 people
	3. Increasing Productivity at Companies	By providing services that contribute to improving productivity, we will contribute to improving the efficiency of corporate activities and solving labor shortages.	Sales of services related to "improving corporate productivity"	480 billion yen	560 billion yen
Foundation for Sustainable Growth	4. Active Roles of Diverse Personnel	Contribute to the realization of the Group Vision by fostering a corporate culture that takes advantage of diversity and improving the environment.	(1) Engagement score (2) Ratio of female executives (3) Ratio of female managers (4) Percentage of male employees taking childcare leave	(1) 73.5% (2) — (3) 32.6% (4) 78%	(1) 75% (2) 30% (3) 34.2% (4) 85%
	5. Strengthening Data Governance	By further strengthening data governance, we aim to improve the user usage environment and strengthen competitiveness.	Advance data governance (overall privacy and security) (1) Advancement of privacy governance (2) Strengthening security measures	(1) Combining AI Utilization with Privacy Protection (2) Advancement and automation of security functions using AI and other tools	—
	6. Respect for Human Rights	As a responsible company, we will promote initiatives in line with international norms to reduce human rights risks and contribute to the realization of a better society.	Promotion of Human Rights Due Diligence	Establishment of human rights due diligence in priority areas	Stable operation and continuous advancement of human rights due diligence
	7. Response to Climate Change	In addition to working to achieve net zero, we will contribute to the realization of a decarbonized society through environment-related (GX) human resources services, etc.	(1) Scope 1 + Scope 2 emissions reduction rate (2) Scope3 emission reduction rate *Base year for both(1),(2): FY2024	* Set during FY26	* Set during FY26 (FY35: (1) 62% (2) 38%) (FY50: (1) 90% (2) 90%)