Materiality KPI Results and Review

Over the three years of the Mid-term Management Plan 2026 (FY2023–FY2025), although many of the materiality KPIs fell short of their FY2025 targets, initiatives in each area steadily expanded and progress was made in establishing a foundation for future efforts.

	Materiality	KPI		FY2025 targets	FY2025 results	Achievement status	Review
Solving social issues through our business	1 Creating work opportunities	Number of people*1 for whom we created (provided/supported) better work opportunities		500,000 people	465,000 people	Not achieved	Although results did not reach the level initially anticipated due to changes in the market environment and the impact of strategic policies, the number has increased steadily each fiscal year.
	2 Providing diverse work styles	Number of people*2 for whom diverse work styles became possible		50,000 people	49,000 people	Not achieved	Although growth did not reach the pace initially anticipated, the number increased year on year and steady progress was made over the three-year period.
	3 Providing learning opportunities	Number of people*3 who received each training service	(1) Providing learning opportunities for temporary employees	160,000 people	210,000 people	Achieved	Although affected by changes in corporate demand and service transitions, the target was achieved over the three-year period, with results exceeding the target.
			(2) Providing corporate training for upskilling and career autonomy, and permanent placement services after upskilling	120,000 people	121,000 people		
			(3) Providing learning opportunities for students and working adults	—	78,000 people		
	4 Increasing productivity at companies	Net sales*4 of services related to increasing the productivity of companies		¥300 billion	¥384.5 billion	Achieved	Although results varied by business, the target was achieved overall and steady growth has continued.
Foundation for achieving sustainable growth	5 Active roles of diverse personnel	"Work and Smile" index*5 (employee engagement index)		75%	72.3%	Not achieved	Although the targets for the percentage of women in managerial positions and the percentage of eligible men taking childcare leave were not achieved, both indicators showed improvement and steady progress was made.
		Percentage of women in managerial positions*6		30.8%	29.4%		
		Number of employees with disabilities*7		4,000 people	3,827 people		
		Percentage of eligible men taking childcare leave (at least one day)*8		100%	93.6%		
	6 Strengthening data governance	Percentage of all employees who have received privacy training*9		100%	99.3%	Not achieved	The training participation rate remained at a high level throughout the three-year period, and we continued to establish the foundations for strengthening data governance.
	7 Respect for human rights	Percentage of all employees who have received human rights training*9		100%	99.3%	Not achieved	The training participation rate remained at a high level, while understanding of respect for human rights became more firmly embedded and related frameworks continued to be developed.
	8 Responding to climate change	Percent reduction of Scope 1 + 2 emissions (Base year: FY2024)		17.3% reduction	24.9% increase	Not achieved	Although emissions increased from the base year due to factors including expansion of the organizations covered following M&A and revisions to the scope of data collection, we steadily advanced initiatives and framework development aimed at reducing emissions.
		Percent reduction of Scope 3 emissions		—	—		

*1 In principle, figures for the temporary staffing and BPO businesses are the number of employed personnel at the end of the fiscal year (or the average number of employed personnel per month). Figures for temporary job placement ahead of permanent employment are based on the total cumulative number of temporary staff who became employees during the year. For the permanent placement business, figures are the annual cumulative total of the number of job placements through our services.
Figures for others (freelancers, etc.) are the number of people to whom the Company's services were provided (annual total, but multiple projects by the same person are counted as one). Career SBU's job advertising business is an estimate. For Sharefull, figures are the number of unique users who worked 12 or more times during the year. The scope covers all SBUs, including overseas operations, and the R&D FU. Benesse i-Career is included in the calculation for the purpose of business management targets, although it is not consolidated.
*2 Figures of PERSOL TEMPSTAFF, PERSOL CROSS TECHNOLOGY, and PERSOL CAREER
*3 ③-(1): Figures of Staffing SBU and Technology SBU; ③-(2): Figures of PERSOL RESEARCH AND CONSULTING Co., Ltd. and Asia Pacific SBU; ③-(3): Figures of Career SBU, Technology SBU, and PERSOL HOLDINGS CO., LTD.
*4 Figures of all SBUs, including overseas (excluding Career SBU), as well as the R&D FU.
*5 Group average score for an index consisting of a total of five items, including the engagement index and the "Career Well-being" Indicators developed jointly with Gallup, Inc.
*6 The figure excludes employees at Asia Pacific SBU, associates employed for indefinite terms at PERSOL Group companies, and some domestic Group companies that have not yet completed the introduction of a common human resource management system. The FY2025 target and result use figures as of April 1, 2026
*7 Results are compiled for employees of Group companies in Japan. However, some companies that have not yet completed the introduction of a common human resource management system for Group companies in Japan are excluded.
*8 This is the number of persons with disabilities included in the Group's report on the employment status of persons with disabilities in accordance with the procedures of the special-purpose subsidiary system.
*9 Figures in Japan only