As of September 30, 2026

We define each KPI for the materialities related to "Solving societal issues through our business" as shown in the table below.

Materiality	KPI description	Coverage
Creating work opportunities	■ Staffing・BPO・Technology SBUs: For staffing and BPO businesses, the number of employees operating at the end of the fiscal year is generally aggregated. ■ Staffing SBU: In the temp program with a referral plan, the annual cumulative number of people directly employed after temporary employment is also tallied. ■ Career SBU: For the recruitment business, the annual cumulative number of job placements through the service is compiled, and for the job advertising business, the estimated number of job creations is compiled. ■ Asia Pacific SBU (hereinafter, “APAC SBU”): For staffing and facility management businesses, in principle, the number of employees at the end of the fiscal year is aggregated, and the annual cumulative number of people directly employed after temporary employment is also compiled. ■ R&D FU (freelancers, etc.): The number of people who provided services through our services (unique users who worked 12 or more times a year).	■ Staffing SBU : PERSOL TEMPSTAFF, AVANTI STAFF, PERSOL TEMPSTAFF KAMEI, PERSOL EXCEL HR PARTNERS, PERSOL FACTORY PARTNERS, Temporary staffing and recruitment services of HUTECH ■ BPO SBU: PERSOL WORKS DESIGN, PERSOL BUSINESS PROCESS DESIGN, Bizer, PERSOL MEDIA SWITCH, Laclas, and PERSOL COMMUNICATION SERVICE's BPO businesses ■ Technology SBU: Relevant businesses of PERSOL CROSS TECHNOLOGY, PERSOL & SERVERWORKS, PERSOL AVC TECHNOLOGY, and PERSOL CROSS TECHNOLOGY VIETNAM CO., LTD. ■ Career SBU: PERSOL CAREER, PERSOL CAREER CONSULTING, Benesse i-CAREER and its recruiting service and job advertising business ■ APAC SBU: Temporary staffing, BPO, and recruitment businesses operated by Programmed Maintenance Services Limited, PERSOLKELLY, and Urban Maintenance Services (UMS). ■ R&D FU: Sharefull's digital platform business and PERSOL MARKETING's temporary staffing services
Providing learning opportunities	■ Staffing SBU : Record of training at PERSOL Temp Staff, mainly for dispatched staff and registered outsourcing business members (covering statutory training under the amended Dispatch Act and independently held training). However, onboarding training, information protection training, and safety and health-related training are excluded. Statutory training is counted based on	■ Staffing SBU: PERSOL TEMPSTAFF, AVANTI STAFF, PERSOL TEMPSTAFF KAMEI, PERSOL EXCEL HR PARTNERS, PERSOL FACTORY PARTNERS, HUTECH

	actual number of participants, while independently held training is aggregated by total attendance. ■ BPO SBU : The number of employees who have undergone reskilling for fixed-term and indefinite-term employees (employment contracts are PERSOL Business Process Design) engaged in PERSOL Business Process Design work.	■ BPO SBU: PERSOL Business Process Design, Bizer, PERSOL Workswitch Consulting, PERSOL Media Switch, Laclas, PERSOL Communication Services
Increasing productivity at companies	In principle, sales related to the following contracted and contracted projects are recorded. ■ Staffing SBU: Administration, R&D (science/research positions, etc.), marketing, etc. ■ BPO SBU: Mainly non-core tasks such as data entry, payroll, general affairs, and human resources. ■ Technology SBU: Projects received as outsourcing (contracting) in IT, mechanical, and electrical design. ■ APAC SBU: Facility Management Division. ■ R&D FU: PERSOL Marketing contracting. ■ PERSOL Research and Institute: Consulting and learning businesses.	■ Staffing SBU ■ BPO SBU ■ Technology SBU ■ APAC SBU ■ R&D FU, ■ PERSOL Research and Consulting Co., Ltd.