Materiality Overview

For the seven material issues identified, the PERSOL Group has systematically organized the state it aims to achieve, key risks and opportunities, specific initiatives, and KPIs, and is advancing initiatives toward medium- to long-term value creation.

Solving social issues through our business

SDGs related to all the issues



Materiality and the state we aim to achieve	Main risks and opportunities	Our actions	KPIs	FY2028 targets	FY2030 targets*1	Responsible executive officer	Related SDGs
1 Creating work opportunities Expand the possibilities of one million workers by 2030 and create flexible and sustainable better work opportunities.	**Opportunities** (1) Expansion of work options (eliminate disparities in working environments) and support "Career Well-being" (2) Support for flexible work styles unconstrained by time or location (3) Expansion of inclusive employment that respects diversity (4) Creation and expansion of new workplaces by leveraging advances in technology **Risks** Talent shortages due to the declining working population, widening skills gaps, and delays in utilizing diverse talent and responding through appropriate systems	• Create better work opportunities in areas such as temporary staffing, permanent placement, and outsourcing • Enable people whose work styles are constrained by childcare, nursing care, or other circumstances, as well as people who have previously found it difficult to access employment opportunities, to work regardless of time or location • Provide options for people who want to make effective use of their time and those seeking greater flexibility in how they work	Number of people for whom we created (provided/supported) better work opportunities*2	700,000 people	1,000,000 people	CSO	8, 10
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.	**Opportunities** (1) Growing demand for personnel with specialized skills (2) Growing awareness among individuals of career self-reliance and investment in their own development **Risks** Skills becoming obsolete, delays in reskilling, and widening gaps between people's skills and the skills required in the labor market	• In addition to reskilling and upskilling training, provide opportunities for career exploration, cross-boundary experiences, and practical learning • Support career self-reliance through temporary staff education and other initiatives • Strengthen educational programs linked to employment and improved evaluations	Number of participants and number of trainees*3	220,000 people	230,000 people	CSO	4, 8
3 Increasing productivity at companies We will contribute to efficient corporate activities and to resolving labor shortages by providing services which improve productivity.	**Opportunities** (1) Growing corporate needs to improve productivity and growing demand for automation and other technologies (2) Increasing need to optimize talent and growing demand for recruitment support (3) Increasing needs for organizational transformation and talent development **Risks** Talent shortages and skills mismatches, increasingly sophisticated productivity improvement needs, and delays in responding to digitalization	• Providing BPO and outsourcing services • Organizational transformation consulting • Strengthening talent development and learning businesses	Net sales*4 of services related to increasing the productivity of companies	¥480 billion	¥560 billion	CSO	8, 9

*1 Targets for FY2030 are subject to change in accordance with future business conditions and revisions/changes to the management plan.
*2 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.
*3 Scope: Staffing SBU and BPO SBU
*4 Scope: All SBUs/FUs excluding the Career SBU and certain businesses of PERSOL RESEARCH AND CONSULTING