## Foundation for achieving sustainable growth

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 |
|---|---|---|---|---|---|---|---|
| **4 Active roles of diverse personnel**<br>Contribute to realizing the Group Vision by fostering an inclusive culture and creating an environment where diverse talent can thrive. | **Opportunities**<br>(1) Improvement of productivity by maintaining and enhancing employee engagement<br>(2) Maximization of talent utilization by promoting DEI<br>**Risks**<br>Loss of talent due to declining engagement and delays in creating an environment in which diverse personnel can demonstrate their capabilities | • Monitor employee engagement indicators and implement a plan-do-check-act (PDCA) cycle to improve them<br>• Enhance employee career ownership<br>• Implement initiatives to enable diverse personnel to play active roles through the promotion of gender diversity | (1) "Work and Smile" index*2 (employee engagement index)<br>(2) Percentage of women in executive positions*3<br>(3) Percentage of women in managerial positions*4<br>(4) Percentage of eligible men taking childcare leave*5 | (1) 73.5%<br>(2) –<br>(3) 32.6%<br>(4) 78% | (1) 75%<br>(2) 30%<br>(3) 34.2%<br>(4) 85% | CHRO・CGDO |  |
| **5 Strengthening data governance**<br>By further strengthening data governance, we aim to enhance the user experience and trust environment and strengthen competitiveness. | **Opportunities**<br>Strengthened competitiveness through more sophisticated use of data and AI<br>**Risks**<br>Loss of trust and impact on business resulting from inappropriate use of personal information or information leaks | • Deliberation of Group policies and measures by the Group Privacy Governance Council<br>• Establish internal standards and practical guidelines for data utilization, and build and operate a review framework<br>• Appropriate risk management and monitoring<br>• Strengthen security measures, including multilayered IT defenses and enhanced incident response and recovery capabilities<br>• Strengthen the governance framework | (1) Advancement of privacy governance<br>(2) Strengthening of security measures | (1) Achieve both AI utilization and privacy protection<br>(2) Enhance and automate security functions through the use of AI and other technologies | – | CLO/CRO |  |
| **6 Respect for human rights**<br>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. | **Opportunities**<br>Enhanced corporate value and reliability based on respect for human rights<br>**Risks**<br>(1) Discrimination and harassment<br>(2) Occurrence of human rights violations such as forced labor | • Advance human rights due diligence (risk identification, assessment, and review) and expand its scope<br>• Improve human rights literacy<br>• Establish grievance mechanisms | Advancement of human rights due diligence | Establishment of human rights due diligence in priority areas | Stable operation and continuous advancement of human rights due diligence | CLO/CRO |  |
| **7 Responding to climate change**<br>In addition to working to achieve net zero, we will contribute to the realization of a decarbonized society through environment-related (GX) human resource services, etc. | **Opportunities**<br>(1) Increasing labor demand for decarbonization-related talent (increase in job openings)<br>(2) Investment in and provision of know-how to startups, etc., in environment-related businesses, and expansion of BPO business<br>**Risks**<br>(1) Increased costs due to the introduction of carbon taxes (carbon pricing)<br>(2) Rising energy prices and increased costs associated with introducing renewable energy<br>(3) Increased bidding costs and loss of clients in low-carbon/sustainability-related fields | • Decarbonize offices and vehicles (through renewable energy use, equipment upgrades, and conversion to EVs)<br>• Strengthen supplier engagement<br>• Expand temporary staffing and talent development services in the GX field<br>• Strengthen initiatives in environment-related businesses | (1) Percent reduction of Scope 1 + 2 emissions<br>(2) Percent reduction of Scope 3 emissions<br>(FY2024 is the base year for both) | (Set during FY2026) | (Set during FY2026)<br>FY2035<br>(1) 62%<br>(2) 38%<br>FY2050<br>(1) 90%<br>(2) 90% | Executive officer in charge of Group General Affairs and Procurement Headquarters |  |

*1 Targets for FY2030 are subject to change in accordance with future business conditions and revisions/changes to the management plan. Targets for FY2030 have been set to clarify the direction and level of achievement of the strategy, but some items are still under consideration due to high uncertainty and are marked with "-."
*2 An index covering the entire Group consisting of a total of five items, including the engagement index and the "Career Well-being" Indicators developed jointly with Gallup, Inc.
*3 Figures covering directors and executive officers of PERSOL HOLDINGS CO., LTD. (including C-suite executives and SBU/FU leads).
*4 The figure excludes employees at the 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 FY2028 target uses figures as of April 1, 2029, and the FY2030 target uses figures as of April 1, 2031.
*5 For the domestic Group, calculated as the percentage of employees who gave birth (or whose spouse gave birth, in the case of male employees) or began an adoption process during the relevant fiscal year and who used childcare leave and/or leave programs for childcare purposes for a cumulative period of at least one month (28 days) during that fiscal year.