PERSOL

Sustainability Data Book 2026

Editorial Policy / Contents

Editorial Policy

The Sustainability Data Book compiles performance data on the PERSOL Group's governance, social, and environmental initiatives and is published to provide stakeholders with an understanding of the Group's initiatives and progress.

Please read this Data Book in conjunction with the PERSOL Group Integrated Report 2026 and our website.

Items marked with a "★" in this Data Book are materiality indicators.

Organizations Covered by the Data Book

As a general rule, the scope covers PERSOL HOLDINGS CO., LTD. and its consolidated subsidiaries.

The scope of reporting for each indicator is as follows.

- **Entire Group**: PERSOL HOLDINGS and its consolidated subsidiaries
- **Domestic Group**: Group companies operating in Japan
- **PERSOL HOLDINGS**: PERSOL HOLDINGS CO., LTD. on a non-consolidated basis

Reporting Period

FY2025 (April 1, 2025 to March 31, 2026)

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Disclaimer

While every effort is made to ensure that the information presented in this Sustainability Data Book is as accurate as possible, any errors identified or improvements made after publication will be reflected through revisions, even during the fiscal year. In addition, due to rounding, the sum of individual figures may not equal the totals shown.

Contents

1 Editorial Policy

2 Governance

4 Social

5 Human Capital

11 Health and Safety, etc.

12 Environment

13 Climate Change

16 Pollution Prevention and Resource Circulation

17 SASB Standards Index

Governance

Governance

	Scope	Unit	FY2022	FY2023	FY2024	FY2025
Directors	PERSOL HOLDINGS	Persons	9	9	9	**9**
- Of whom, independent directors (percentage)		Persons (%)	5 (56)	6 (67)	6 (67)	**7 (78)**
- Of whom, female directors (percentage)		Persons (%)	1 (11)	2 (22)	2 (22)	**3 (33)**
Number of Board of Directors meetings held		Meetings	13	15	13	**14**
Average attendance rate at Board of Directors meetings*1		%	98	100	100	**99**
Executive officers		Persons	9	10	10	**13**
- Of whom, female executive officers (percentage)		Persons (%)	0 (0)	0 (0)	0 (0)	**3 (23)**
Directors and executive officers		Persons	18	19	19	**22**
- Of whom, female directors and officers (percentage★)		Persons (%)	1 (6)	2 (11)	2 (11)	**6 (27)**
Total compensation for directors who are not Audit and Supervisory Committee members		(Million yen)	336	306	252	**271**
Total compensation for directors who are Audit and Supervisory Committee members		(Million yen)	63	67	68	**49**
CEO-to-employee pay ratio*2		CEO compensation: Average annual employee salary	16:1	19:1	15:1	**16:1**
Number of whistleblowing reports*3 *4	Domestic Group	Cases	64	77	61	**66**

*1 The figure is the simple average of the attendance rates of each director.
*2 The ratio of the CEO's total compensation to the average annual salary of employees. This average is based on the figures disclosed in the Annual Securities Report for each fiscal year. From FY2023 onward, the calculation excludes contingent employees and employees seconded to the Company from within or outside the Group, and includes employees seconded from the Company to companies within or outside the Group. For FY2025, the calculation additionally covers only employees with three or more years of service and excludes compensation under the restricted stock compensation scheme.
*3 The figure represents the number of whistleblowing reports received through the Group's internal reporting hotline for public interest disclosures. In addition to this hotline, we have established an HR consultation hotline and other channels, with reports and consultations directed to the appropriate channel according to their nature.
*4 In October 2025, we established a dedicated whistleblowing hotline for temporary staff dispatched by domestic Group companies to workplaces within or outside the Group. Accordingly, from FY2025 onward, the number of whistleblowing reports includes reports received through this hotline.

Social

Social: Human Capital

		Scope	Unit	FY2022	FY2023	FY2024	FY2025
Consolidated employees	**Total**	Entire Group	Persons	66,944	72,905	78,119	**81,959**
By employment*1	**- Number of employees*2**		Persons	60,183	65,730	71,570	**74,926**
	- Number of contingent employees (temporary and part-time employees)		Persons	6,761	7,175	6,549	**7,033**
By Strategic Business Unit (SBU)*2 *3	**- Staffing SBU**	—	Persons	35,277	33,051	34,776	**35,960**
	- BPO SBU		Persons	—	9,431	12,036	**13,845**
	- Technology SBU		Persons	12,574	8,460	9,747	**10,547**
	- Career SBU		Persons	5,553	6,935	7,048	**6,691**
	- Asia Pacific SBU		Persons	9,277	10,313	8,636	**8,316**
	- R&D Function Unit, PERSOL HOLDINGS, and directly managed companies		Persons	4,263	4,715	5,875	**6,600**
By age group	**20s or younger**	Domestic Group*4	%	29	30	29	**29**
	30s		%	33	33	34	**34**
	40s		%	24	23	22	**22**
	50s		%	11	12	12	**13**
	60s or older		%	2	2	2	**2**

*1 The number of employees excludes PERSOL Group employees seconded to companies outside the PERSOL Group and includes employees seconded to companies outside the PERSOL Group.
*2 Includes temporary staff employed on permanent contracts, etc., but excludes registered temporary staff employed on fixed-term contracts.
*3 The BPO SBU was newly established in April 2023. The Technology SBU changed its name from the Professional Outsourcing SBU in April 2023. The R&D FU changed its name from the Solution SBU in April 2023.
*4 Excludes some companies where introduction of the human resources information system common to Group companies in Japan has yet to be completed, as well as temporary staff, etc.

Social: Human Capital

		Scope	Unit	FY2022	FY2023	FY2024	FY2025
Managers	**Total**	Domestic Group*10	Persons	2,824	3,193	3,027	**3,165**
	- Male/Female		Persons	2,134/690	2,377/816	2,191/836	**2,236/929**
	Percentage of women		%	24	26	28	**29**
Employees	**Total**		Persons	33,206	36,993	39,127	**40,169**
	- Male/Female		Persons	17,984/15,222	19,905/17,088	21,130/17,997	**21,791/18,378**
	Percentage of women		%	46	46	46	**46**
Status of employee engagement	**"Work and Smile" Index★*5**	Entire Group*11	%	70	72	72	**72**
	Engagement index*6		%	71	74	73	**74**
	Vision empathy index*7	Domestic Group*12	%	79	80	85	**86**
	Management index*8		%	65	64	65	**67**
	Career ownership index*9		%	51	51	51	**51**

*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 percentage of employees who answered questions about their motivation to contribute (to the work and to the organization) by choosing one of the top two points on a five-point scale(average of two questions)
*7 The percentage of employees who answered a question about how much they empathize with the Group Vision:, "Work and Smile," by choosing one of the top two points on a five-point scale
*8 The percentage of employees who answered questions about how they evaluate (the support for growth and trustworthiness of) their supervisor by choosing one of the top two points on a five-point scale (average of two questions)
*9 The percentage of employees who answered two questions about employee career ownership (in intention and action) by choosing one of the top two points on a five-point scale
*10 Excludes some companies where introduction of the human resources information system common to Group companies in Japan has yet to be completed, as well as temporary staff, etc.
*11 Excludes certain companies. In addition, due to the nature of the index, the figures include data from certain entities that are not included in the scope of consolidation.
*12 Excludes temporary staff, etc.

Social: Human Capital

		Scope	Category	Unit	FY2022	FY2023	FY2024	FY2025
Status of training received*13	**Training hours per person**	Domestic Group*15	Managers	Hours	18	17	14	**14**
			Employees	Hours	18	34	34	**31**
	Total hours of training (mandatory*14)		Managers	Hours	38,993	42,015	38,702	**43,154**
			Employees	Hours	456,219	1,050,357	1,110,468	**1,004,232**
	Total hours of training (elective*14)		Managers	Hours	4,138	6,579	6,734	**6,809**
			Employees	Hours	43,405	171,979	212,816	**278,275**
	Total number of participants in training		Managers	Persons	5,471	6,282	6,264	**9,554**
			Employees	Persons	63,728	234,806	253,141	**279,157**
Number of employees recruited	**New graduates**		Total	Persons	1,012	1,601	1,923	**1,993**
			Male/Female	Persons	557/455	905/696	1,111/812	**1,199/794**
	Experienced hires		Total	Persons	6,161	6,413	5,029	**4,830**
			Male/Female	Persons	2,832/3,329	2,984/3,429	2,410/2,619	**2,256/2,574**
	Percentage of women		—	%	53	51	49	**49**

*13 Until FY2022, data was gathered from training sessions conducted by the human resources departments from among Group companies in Japan. From FY2023, data has been collected from training sessions conducted by both the human resources and business departments across all Group companies in Japan.
*14 Mandatory training refers to training that is required for employees in a specific position or job category, whereas elective training includes open enrollment or cafeteria-style courses and qualification support that employees can choose to take voluntarily.
*15 Excludes some companies where introduction of the human resources information system common to Group companies in Japan has yet to be completed, as well as temporary staff, etc.

Social: Human Capital

	Scope	Category	Unit	FY2022	FY2023	FY2024	FY2025
Average age	Domestic Group*17	Total	Years	37	37	37	**38**
		Male/Female	Years	38/37	38/37	38/37	**38/37**
Average number of years of continuous service*16		Total	Years	7.0	7.2	7.1	**7.2**
		Male/Female	Years	7.3/6.6	7.6/6.7	7.4/6.7	**7.5/6.9**
		Differential between men and women	Years	0.7	0.9	0.7	**0.6**
Average hours of overtime		—	Hours per person per month	17	16	14	**14**
Turnover*16		Total	Persons	2,625	2,809	3,276	**3,781**
		Male/Female	Persons	1,598/1,027	1,635/1,174	1,954/1,322	**2,222/1,559**
		Percentage of women	%	39	42	40	**41**
Rate of turnover*16		Total	%	10	9	10	**10**
		Male/Female	%	10/9	9/9	10/9	**11/10**

*16 Calculated for indefinite-term employees only.
*17 Excludes some companies where introduction of the human resources information system common to Group companies in Japan has yet to be completed, as well as temporary staff, etc.

Social: Human Capital

		Scope	Unit	FY2022	FY2023	FY2024	FY2025
Percentage of taking childcare leave*18	**Total**	Domestic Group*23	%	74	78	85	**92**
	- Male★/Female		%	65/84	73/84	84/86	**94/91**
Percentage of returning from child-care leave*19	**Total**		%	97	97	97	**98**
	- Male/Female		%	99/96	98/97	97/97	**98/97**
Number of persons taking nursing care leave*20	**Total**		Persons	20	33	27	**33**
	- Male/Female		Persons	6/14	16/17	12/15	**9/24**
Number of persons with reduced working hours	**Total**		Persons	972	1,133	1,286	**1,481**
	- Male/Female		Persons	8/964	12/1,121	18/1,268	**26/1,455**
Number of approved applications for multiple jobs*21			Cases	1,010	1,309	1,672	**1,794**
Number of non-Japanese employees			Persons	507	578	666	**723**
Employment status of persons with disabilities*22	**Number of employees**		Persons	2,417	2,991	3,431	**3,827**
	Employment rate		%	2.56	2.48	2.58	**2.75**

*18 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 took childcare leave or leave for childcare purposes during that fiscal year.
*19 The figures show the percentage of employees who returned to work from among all employees who completed childcare leave during each fiscal year.
*20 The figures show the number of employees who started taking nursing care leave during each fiscal year.
*21 The figures show the number of applications for multiple jobs approved during each fiscal year.
*22 Figures are as of June of each fiscal year.
*23 Excludes some companies where introduction of the human resources information system common to Group companies in Japan has yet to be completed, as well as temporary staff, etc.

Social: Human Capital

			Scope	Unit	FY2022	FY2023	FY2024	FY2025
Gender pay gap*24 *25	Total		Domestic Group*28	%	75	76	75	**78**
	Indefinite-term employment	Career position		%	85	85	84	**86**
		Limited position*27		%	95	96	110	**111**
	Fixed-term employment			%	79	80	74	**68**
Percentage of remote work*26				%	57	59	60	**60**
Percentage of employees who received diversity literacy training				%	91	95	94	**96**

*24 The figure is calculated by dividing the average annual income of female employees by that of male employees.
*25 The PERSOL Group ensures fair treatment in recruitment, evaluation, promotion, and other aspects regardless of gender and other attributes. Reasons for the gender pay gap among employees under indefinite-term employment include the facts that female employees account for a high percentage of those accessing the shortened working hours program and that men account for a higher percentage of those in managerial, professional, and IT and engineering positions. The entire PERSOL Group will encourage male employees to use childcare leave and other programs and will endeavor to properly increase the percentage of women in managerial positions to further improve the fairness of treatment.
*26 The figures show the percentage of employees who replied that they engage in remote work at least once a week. (As of September of each fiscal year)
*27 Limited position employees are those in an employment category that specifies one or more of the following: region, job, or working hours.
*28 Excludes some companies where introduction of the human resources information system common to Group companies in Japan has yet to be completed, as well as temporary staff, etc. However, for the “Percentage of employees who received diversity literacy training,” some companies are included in the calculation regardless of the implementation status of the human resources information system common to Group companies in Japan.

Social: Health and Safety, etc.

		Scope	Unit	FY2022	FY2023	FY2024	FY2025
Percentage of employees who had a stress check		Domestic Group*33	%	84	86	86	**86**
Percentage of employees with high stress*29			%	12.3	11.5	12.2	**12.1**
Absenteeism (leave of absence for one month or longer)*30	**Injuries and diseases**		%	0.33	0.34	0.31	**0.33**
	Poor mental health		%	1.8	2.00	2.25	**2.55**
Presenteeism (decline in performance due to poor health)*31			%	21.8	21.2	21.1	**20.7**
Number of fatal accidents			Cases	0	0	0	**0**
Participation rate in the shareholding association			%	12	13	13	**13**
Number of persons eligible for the share-based compensation scheme*32			Persons	2,457	2,769	3,177	**3,421**
Donations		Entire Group	Million yen	—	558	403	**283**

*29 The figures show the percentage of employees with high stress among those who responded to a stress check.
*30 The figures for injuries and diseases show the percentage of employees who have taken continuous leave for one month or longer due to issues with their physical health, whereas the figures for mental health issues show the percentage of employees who have taken continuous leave for one month or longer due to issues with their mental health.
*31 The figures are calculated by subtracting from 100% the average percentage of performance estimated by survey respondents over the past four weeks using the Single-Item Presenteeism Question (SPQ) developed by the University of Tokyo on the assumption that 100% means the level of performance without diseases or injuries. (As of September of each fiscal year)
*32 The figures represent the number of employees eligible for the trust-type share-based compensation scheme (BIP/ESOP) and the restricted stock compensation scheme.
*33 Excludes some companies where introduction of the human resources information system common to Group companies in Japan has yet to be completed, as well as temporary staff, etc.

Environment

Environment: Climate Change

Calculation Method

- Greenhouse gas (GHG) emissions (CO_2e) are calculated with reference to the Ministry of the Environment's Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain and the GHG Protocol.
- Emission factors used in the calculations are taken from sources including the Database on Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain; Inventory Database for Environmental Analysis (IDEA), a life cycle assessment database provided by the National Institute of Advanced Industrial Science and Technology (AIST); and the Institute for Global Environmental Strategies (IGES).
- GHG emissions for Programmed Maintenance Services Limited (hereinafter "Programmed") are calculated based on the GHG emissions calculation guidelines issued by the Australian and New Zealand governments.

Scope of Calculation

As a general rule, the Group calculates GHG emissions from sites owned or managed by PERSOL HOLDINGS and its consolidated subsidiaries, as well as emissions from the supply chain.

Gojob SAS and Aoyama Art, which joined the Group during FY2025, are excluded from the scope of calculation for FY2025 as systems for calculating their GHG emissions are currently being established. Where the scope of calculation differs depending on the item, this is indicated accordingly.

Third-Party Assurance

The PERSOL Group has obtained third-party assurance from LRQA Limited for the GHG emissions figures marked with a "✓" for FY2021 through FY2025. The third-party assurance statement for FY2025 is available here.

Environment: Climate Change

	Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Total emissions for Scope 1 + 2 (market-based)★	Entire Group	t-CO_2e	25,698	29,710	25,235	27,479	**32,088**
- Scope 1			12,721 ✓	16,617 ✓	18,639 ✓	21,116 ✓	**20,322** ✓
- Scope 2 (location-based)			12,881 ✓	13,782 ✓	12,448 ✓	12,294 ✓	**12,318** ✓
- Scope 2 (market-based)			12,977 ✓	13,093 ✓	6,596 ✓	6,363 ✓	**11,766** ✓
Emission intensity (Scope 1 + 2)*1		t-CO_2e/billion yen in sales	24.2	24.3	19.0	18.9	**20.6**
Energy consumption		Million kWh	74.8	95.7	101.8	112.4	**107.7**
- Fuel consumption		Million kWh	48.3	66.9	77.4	87.4	**80.3**
- Electricity consumption (renewable energy and green electricity)		Million kWh (million kWh)	26.5 (—)	28.8 (2.7)	24.3 (3.8)	25.0 (6.9)	**27.4 (4.4)**

*1 From FY2023, calculations are based on IFRS-based revenue.

Environment: Climate Change

	Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Total Scope 3 emissions★	Entire Group*4	t-CO_2e	9,645	327,223	216,302	503,504	**519,610**
- Category 1: Purchased goods and services			—	288,657 ✓	144,987 ✓	400,174 ✓	**420,317** ✓
- Category 2: Capital goods			—	—	30,682 ✓	68,423 ✓	**63,140** ✓
- Category 3: Fuel- and energy-related activities not included in Scope 1 or Scope 2			—	4,758 ✓	5,209 ✓	7,591 ✓	**5,908** ✓
- Category 4: Upstream transportation and distribution			—	3,292 ✓	551 ✓	828 ✓	**917** ✓
- Category 5: Waste generated in operations*2			1,154 ✓	3,038 ✓	3,934 ✓	3,955 ✓	**1,752** ✓
- Category 6: Business travel			601 ✓	1,575 ✓	1,490 ✓	5,665 ✓	**7,039** ✓
- Category 7: Employee commuting			7,889 ✓	8,408 ✓	11,091 ✓	16,868 ✓	**20,537** ✓
- Category 9: Downstream transportation and distribution*3			—	35 ✓	18 ✓	—	**—**
- Category 11: Use of sold products*3			—	17,430 ✓	18,311 ✓	—	**—**
- Category 12: End-of-life treatment of sold products*3			—	30 ✓	29 ✓	—	**—**

*2 FY2025 emissions decreased as a result of refinements made to the calculation methodology.
*3 From FY2024, these emissions have been excluded from the scope of calculation in light of the relationship (impact and volume) between PERSOL's business and GHG emissions.

*4 The scope has covered the entire Group since FY2025. However, Categories 5, 6, and 7 for FY2024 exclude Programmed, as efforts were underway to improve the accuracy of its data. Up to and including FY2023, the scope covered only the domestic Group.

Environment: Pollution Prevention and Resource Circulation

		Scope	Unit	FY2022	FY2023	FY2024	FY2025
Waste	Total waste*1	Domestic Group*3	t	728.8	875.6	241.3	**393.2**
	- Waste recycled (recyclable waste, paper, bottles, cans, PET bottle)		t	38.6	55.8	151.5	**77.0**
	- Non-recycled waste (non-industrial)		t	133.2	148.3	87.9	**121.6**
	- Non-recycled waste (industrial) (Waste requiring special management (waste oil))		t	557.0 (1.4)	671.5 (1.5)	1.9 (0.6)	**194.6 (1.2)**
Water consumption	Water usage (city water)	*4	m^3	10,337	10,850	12,054	**10,603**
Raw material used	Copy paper usage	Domestic Group*5	t	209	201	186	**172**
Green product purchasing*2			%	33.7	33.9	31.5	**29.2**

*1 From FY2025, recyclable waste, general waste, and industrial waste are classified in greater detail for aggregation.
*2 Figures are calculated for certain indirect materials purchased centrally by dividing the purchase amount of products that have obtained environmental certifications (such as the Eco Mark, Green Mark, Recycled Paper Mark, and FSC® certification) by the total purchase amount of the applicable products.
*3 From FY2025, the scope covers all domestic Group sites. Up to and including FY2024, however, the scope covered only certain sites of domestic Group companies.
*4 The scope covers the Minami-Aoyama Building and TS Ikebukuro Building, which are major offices of the domestic Group.
*5 The scope covers certain indirect materials purchased centrally by PERSOL HOLDINGS for the domestic Group.

SASB Standards Index

SASB Standards Index

Table 1. Sustainability Disclosure Topics and Metrics

Topic	Accounting metric	SASB code	Relevant section
Data Security	Description of approach to identifying and addressing data security risks	SV-PS-230a.1	Information Security
	Description of policies and practices relating to collection, usage and retention of customer information	SV-PS-230a.2	Privacy Policy
	(1) Number of breaches, (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected	SV-PS-230a.3	Materiality Strengthening data governance
Workforce Diversity & Engagement	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management and (c) all other employees	SV-PS-330a.1	Sustainability Data Book 2026 (pp. 3, 6, 9)
	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	Sustainability Data Book 2026 (p. 8)
	Employee engagement as a percentage	SV-PS-330a.3	Sustainability Data Book 2026 (p. 6)
Professional Integrity	Description of approach to ensuring professional integrity	SV-PS-510a.1	Group Code of Conduct
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	Not disclosed

SASB Standards Index

Table 2. Activity Metrics

Activity metric	SASB code	Relevant section
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	SV-PS-000.A	Sustainability Data Book 2026 (p. 5)
Employee hours worked, percentage billable	SV-PS-000.B	Not disclosed


PERSOL