

Social Activist PASONA 2023

Toward a Sustainable Society



Cover picture
Awaji Island's Zenbo Seinei (Zen Wellness SEINEI Retreat), by Satoru Ueda



Awaji Island's Zenbo Seinei (Zen Wellness SEINEI Retreat), by Satoru Ueda
This composition is by an artist employee with disabilities, who, based on the concept of "Talent knows no handicap," is employed by Pasona Heartful as a painter. In order to take full advantage of the powerful composition of the building, the artist created the draft by carefully drawing straight lines as he spliced pieces of paper together. The artist devoted considerable effort to layering on paints diluted by water to create the scenery reflected in the glass of the windows.



Contents

- Message 2
- Corporate Philosophy / Mission 3
- The Pasona Way - Our Action Principles 4
- Pasona Group Sustainability 5
- Declaration on Health / Environmental Declaration / BCP Declaration 6
- Pasona Group SDGs Actions 7
- Diversity 9
- Human resources development 13
- Well-being 15
- Regional revitalization 16
- Together with society
 - Regional contribution initiatives 21
 - Environmental initiatives 25
 - Our development of culture 28
- Pasona Shadow Cabinet 29
- Outline 30

* The data is the actual figures for the fiscal year ending May 2023

Message



■ 30 Years Since the Founding of Pasona

This year, 2023, represents a turning point for the Pasona Group. Thirty years have passed since the company name was changed from Temporary Center Co., Ltd. to Pasona, Inc. In 1993, the year of the name change, Japan was in the midst of a major recession following the bursting of the bubble economy. It was an era in which corporate performance rapidly deteriorated, and the word "restructuring," was all over the newspapers. The name "Pasona" was created based on the Latin word for people, "persona." Changing the company moniker to one that broadly expresses the meaning of "people" set the stage for us to pursue the "Providing solutions to society's problems" not only by offering recruiting services but also by making proposals for diverse ways of living and employment to the world at large.

■ Toward Realizing Well-Being

One of the major themes that we at the Pasona Group are taking on is "well-being." The concept of well-being traces itself back to the Constitution of the World Health Organization (WHO) in 1946, according to which health is "a state of complete physical, mental, and social well-being." In other words, it is a state of health that includes emotional and social aspects as well as the physical. This is in fact the type of society that we are striving for through the businesses that we are developing on Awaji Island. As a part of Awaji Well-being Week in November of last year, we held a variety of events, including a well-being business contest; the Innovation Forum, which brought together experts in cutting-edge medical fields from Japan and the United States; the Undokai World Cup, which holds various athletic competitions; and the health-themed World King of Chefs Summit. A total of 75,000 people both from Japan and abroad attended. In the fall of this year, we will also hold events with even more expanded content. Going forward, we will continue to develop various businesses based on the theme of well-being.

■ Osaka Kansai Expo: Promoting a truly affluent society

As a move toward this event, we have decided to exhibit a pavilion at the 2025 Japan International Exposition (Osaka Kansai Expo).

The pavilion theme and name are, respectively, "Thank You, Life." and "PASONA Natureverse." Our aspiration is to create a world in which all the world's people honor life and exchange words of gratitude. Based on this hope, PASONA Natureverse will feature a variety of displays with the theme of "Body, Mind, and Bonds."

The first, "Body," refers to the creation of a healthy body through food. "Mind," the second, represents the building of a spiritually rich society by adopting attitudes of sincerity and consideration. The third, "Bonds," is the creation of a so-called "mutual society," in which all people can work at a vibrant career and lead happy lives.

The Japan of the past possessed a neighborhood ethic, by which it was customary for neighbors to help each other, with a spiritual richness engendered by warm personal exchanges between people. In recent years, however, large cities in particular have seen the rise of individualism and the loss of interpersonal bonds, consideration, and kindness. Now is therefore the time in which we should aim to realize a spiritually rich mutual society that embraces mutual consideration.

The following is a favorite saying of mine by Mahatma Gandhi:

The future depends on what we do in the present.

Through the various challenges taken on at Awaji Island and the pavilion exhibition at Osaka Kansai Expo, we will show the world our vision for the design of a future society. In our capacity as a "social solutions company," the Pasona Group is fully committed to realizing the continuous challenge of achieving a truly affluent society.

Yasuyuki Nambu
 Group CEO
 Pasona Group Inc.
 Yasuyuki Nambu

Corporate Philosophy

Solutions to Society's Problems

Pasona Group's job is to harness the potential of the individual. That is, to "Life Produce" and to support the creation of a comfortable lifestyle for people everywhere.

To carry this out, our mission is to continue embracing challenges with high aspirations and dedication toward creating a new social infrastructure.

- Creating a society in which every person is able to find work that they like and a career that complements their personal goals
- Working toward a society in which people are free to exercise their talents through an egalitarian relationship between the workplace and the individual
- Promoting diversity and continually create opportunities for individuals to achieve their dreams

Corporate Mission

Based on its corporate philosophy of providing "Solutions to Society's Problems," which has been unchanged since its founding, Pasona Group has always been a social solutions company dedicated to its mission of assisting all aspects of life for all those around us. Our mission is contributing toward a sustainable society and working toward a society capable of achieving a "Smart Life Initiative" to create lives of abundance for people.

◆ Creating Jobs

We are committed to building diverse forms of social infrastructure so that everyone that wishes to work can demonstrate their talents and abilities to the fullest and can be active with ways of working that match their own lifestyles.

◆ Enjoying Life

By ensuring that everyone feels a sense of joy and meaning by enjoying their work, living prosperous lives, and contributing to society, we promote a society where it is easy to achieve a work-life balance so people can feel connected to one another.

◆ Producing Careers

We support the dreams of those who challenge themselves through strong will, and we create opportunities for career-building.

◆ Creating Culture

To help people lead lives of abundance, we seek to achieve a "Smart Life Initiative" by creating new cultures involving health, music, art, and food; as well as creating industries that enable dreams.

The Pasona Way - Our Action Principles

The Pasona Way represents our core values, which indicate how each employee should act and behave, based upon our Corporate Philosophy and Corporate Mission. All executive officers and employees pass along and share these values established at Pasona's establishment, which also serve as a consistent basis for making judgments.

◆ For Society

- We consider what each individual can do for the society, and we meet challenges boldly with a strong will, a sense of mission, and a venture-company mindset.
- We realize a society in which everyone that wishes to work can work with peace of mind and can dream of creating a bright future for themselves.
- We continue to be a company with a long and fruitful history, with relevance and social impact.
- We call for social change and will contribute to society as a social activist organization.

◆ For Working People

- As "Life Producers," we work hand-in-hand with people to help them design and realize their own lives of abundance.
- "Dreams belong to people" : We seek to realize a rich future as a product of dreaming, and to walk that path together.
- We draw out and encourage each individual's talents, abilities, and hidden potential.
- We support all those that depend on us with wholehearted sincerity and care.

◆ For Clients and Customers

- "I am Pasona's strength" : We act with confidence and pride, providing our services as professionals that can bring reliability and peace of mind.
- "When hearts touch hearts, hearts move hearts" : We always keep the other person's perspective in mind and maintain pure intentions.
- "Be a 'do tank' rather than a 'think tank'" : We don't overthink what we can do for the customer—instead, we take immediate action.
- "Even the soles of our feet shine" : We work diligently, sparing no effort for our customers.

◆ For Colleagues

- Our smiles are always bright, our words are always happy and gentle, and our hands and feet are always working hard.
- We express feelings of gratitude to our workplace colleagues, seniors, bosses, juniors, and those around us.
- We share our wealth and enjoyment in working, and we nurture an environment in which we can work lively and healthily.
- We honor the Pasona Group's history of meeting challenges and its inherent qualities, and, together with our colleagues, we seek to meet new challenges to realize an ideal future.

◆ For Shareholders

- For shareholders that sympathize with our corporate philosophy; to undertake business activities conducted with the highest levels of quality that also fulfill our corporate social responsibility.

Pasona Group Sustainability

Working towards a sustainable society

Based on Pasona Group's Corporate Philosophy, Corporate Mission, and the Pasona Way, Pasona Group will contribute toward building a sustainable society by fulfilling the "Smart Life Initiative" that creates lives of abundance for people.

◆ Our Commitment to Harnessing the Potential of Each Individual

We respect the individuality and diverse ideas and values of each individual, and we promote diversity so that people in all kinds of positions can demonstrate their talents and abilities and achieve growth.

◆ Our Commitment to Contributing to Society

In order to clearly illustrate Pasona Group's corporate stance on CSR and to promote activities that contribute to society, we have established a CSR Unit and a CSR Committee. As good corporate citizens, we will respect cultures and customs both in Japan and overseas, and we actively promote regionally based social contribution and social welfare activities.

◆ Our Commitment to Creating Culture

We support the realization of enriching people's lives through cultural, artistic, and sporting activities.

◆ Our Commitment to Health Management

In line with the Pasona Group Declaration on Health, we are committed to maintaining a healthy working environment and contributing to the realization of healthy and fulfilling lives, both physically and spiritually.

◆ Our Commitment to Global Environmental Conservation

In line with the Pasona Group Environmental Declaration, we have established an Environment Committee with the aim of global environmental conservation. We take good care of our limited resources, we strive to conserve the global environment through our corporate activities, and we have formulated an action plan across the entire Pasona Group to tackle environmental problems.

◆ Our Commitment to BCPs

We propose business continuity plans (BCPs) for each area, aimed at regional revitalization and the creation of new industries, in addition to responding to natural disasters and pandemics.

◆ Our Commitment to Communication

We will undertake appropriate communication with all stakeholders, form healthy relationships with the political world, public administration, and our business partners, among others, and, along with being committed to highly transparent business activities, we are also committed to the fair and proper disclosure of important information in a timely fashion. We refuse to have anything to do with any organization or individual that poses a threat to the order or safety of our civil society.

Declaration on Health

As an enterprise that focuses on harnessing the potential of the individual, the Pasona Group is committed to bringing about healthy and fulfilling lives, both physically and spiritually, for everyone engaged with us. Under a health management policy devised by top management, we pledge to contribute to health promotion for all people through various health-related business activities.

◆ Fostering a healthy work environment

We are aiming to help build a society in which everyone with the desire to work can succeed through work styles that, tailored to their unique lifestyles, fully utilize their talents and abilities. We also aim to foster an environment that encourages a vibrant and healthy approach to work where people can share with their colleagues the fulfillment and enjoyment of their work.

◆ Creating a healthy culture

We will aim to provide spiritual richness through culture, artistic, and sports activities as we support all people in their pursuit of more fulfilling and healthy lives.

◆ Producing safe and wholesome foods

We will aim to disseminate information regarding the safety and integrity of foods that are directly connected to health. At the same time, starting with agricultural revitalization, we will work toward regional revitalization, protecting our rich global environment and contributing to the creation of a sustainable society through all our collective actions.

Environmental Declaration

In order to create a sustainable society and to leave a healthy and beautiful Earth to the next generation, who represent our future, Pasona Group takes good care of its limited resources in every situation, strives to conserve the global environment through its corporate activities, and builds communities of abundance.

◆ Raising awareness about environmental conservation

We will extend the boundaries of our empathy to include all directors and employees, expert services staff, and their families and will act with a high level of awareness and concern for environmental conservation.

◆ Promoting environmental conservation activities

We will collaborate with all stakeholders who are engaged with our company to promote environmental conservation activities and expand the range of our activities.

◆ Creating new value in the environmental field

We will take on the challenge of creating new innovation for the purposes of environmental conservation and will work together with society to create a rich global environment.

BCP Declaration

In addition to responding to natural disasters and pandemics, Pasona Group will make recommendations aimed at: realizing regional revitalization, the creation of new industries, diverse styles of working, community development, and sustainable corporate & societal structures that will enable a broad range of people adapt active working styles, and we will propose business continuity plans (BCPs) for each area.

◆ Connecting to the future

Under the banner of the Smart Life Initiative, which aims to create spiritually enriched lives, we will promote genuinely fulfilled lifestyles and flexible styles of working, and we will create employment and educational opportunities.

◆ Going forward with regional societies

To discover solutions to social challenges brought about by the concentration of businesses and people in urban centers, we will leverage the talents and abilities of each and every individual and by working together with leaders in society and local communities, we will realize a "mutual economy."

◆ Creating new industries

By creating dynamic new industries that attract people, we will contribute to the development of regional society by stimulating economic activity and creating employment.

Pasona Group Actions for the UN SDGs

The UN SDGs addressed by the Pasona Group

Based on the corporate philosophy of providing "Solutions to Society's Problems" and in aspiring to the realization of a sustainable society, as a good corporate citizen, the Pasona Group actively pursues activities aimed at achieving the UN SDGs in its business activities.

SUSTAINABLE DEVELOPMENT GOALS

The 2030 Agenda for Sustainable Development was adopted at a United Nations summit. Companies and groups from around the world are working on the agenda, which defines basic goals for maintaining the Earth's environment and human societies as to be achieved by 2030.

16. PEACE, JUSTICE AND STRONG INSTITUTIONS 17. PARTNERSHIPS FOR THE GOALS

Build partnerships with all stakeholders through activities for business and societal contribution.

13. CLIMATE ACTION 14. LIFE BELOW WATER 15. LIFE ON LAND

Strive to preserve the environment through activities for business and societal contribution, in order to leave a healthy and beautiful Earth to the next generation, who will shoulder the future.

12. RESPONSIBLE CONSUMPTION AND PRODUCTION

Promote the reduction and reuse of the waste generated by business activities while proposing optimal ways of achieving sustainable production and consumption.

11. SUSTAINABLE CITIES AND COMMUNITIES

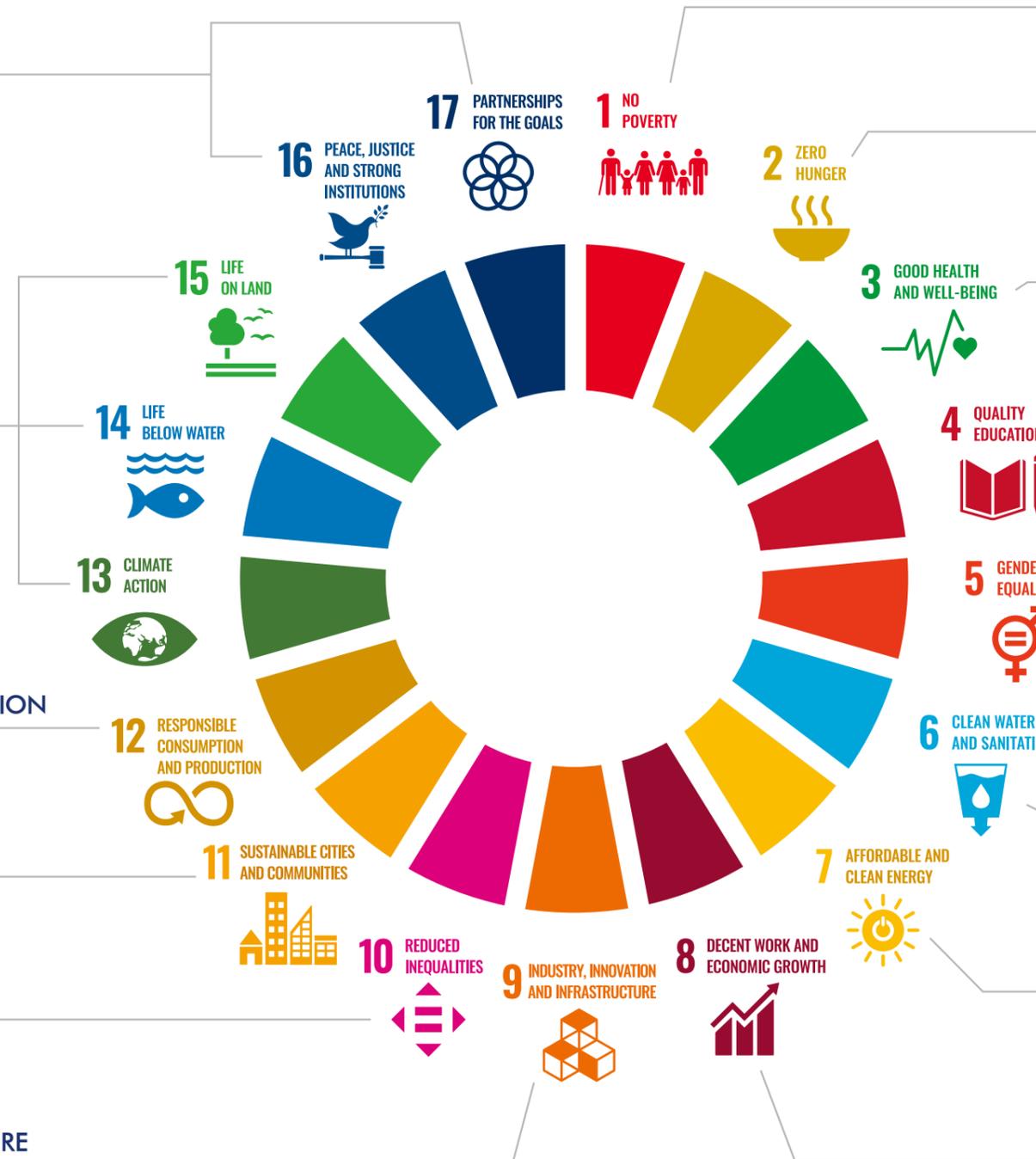
Take on the challenge of truly rich and sustainable societal, urban, and community development.

10. REDUCED INEQUALITIES

Create a society that respects diverse personalities, ideas, and values and that enables anyone to exercise their talents and abilities.

9. INDUSTRY, INNOVATION AND INFRASTRUCTURE

Build new societal infrastructure while taking on the challenge of creating promising new industries and innovation.



1. NO POVERTY

Provide employment and education opportunities so that anyone wants to work can use their talents and abilities to pursue a vibrant work life.

2. ZERO HUNGER

Promote sustainable agriculture that supplies safe & secure food and provide food assistance to vulnerable groups.

3. GOOD HEALTH AND WELL-BEING

Support corporate health management activities with the aim of creating lifestyles that are healthy, both physically and mentally, and spiritually enriching, while conducting education and guidance aimed at health promotion efforts of all types.

4. QUALITY EDUCATION

Eliminate educational disparities and provide opportunities for career-building to those that boldly take on challenges with high aspirations.

5. GENDER EQUALITY

With a view toward creating a society in which anyone can exercise their talents and abilities so as to play active roles, further the participation of women in the corporate world by supporting the development of women's abilities and the building of their careers.

6. CLEAN WATER AND SANITATION

Support the activities of local communities toward improving water and sanitation management.

7. AFFORDABLE AND CLEAN ENERGY

Promote the use of renewable energy at various forms of worksites, thus contributing to the "greening" of all of society via business activities.

8. DECENT WORK AND ECONOMIC GROWTH

Build a societal infrastructure in which anyone who wants to work can maximize the use of their talents and abilities and be active in society via work styles matched to individual lifestyles.



Diversity

We are building the various types of social infrastructure needed to realize a society in which anyone—regardless of age, gender, nationality, or disability—can participate with pride while following their dreams by freely exercising their talents. We are also creating new employment through proposals for diverse work styles, career development support, and the creation of environments that provides a chance for everyone to work with confidence.

Career Development and Employment Assistance

Supporting career development through the utilization of individual abilities and strengths
Career consulting

Nationally certified career consultants provide support by meeting with individuals and carefully identifying their abilities and strengths in order to clarify their career visions.

| | |
|---|-----------------------|
| Recipients of career consultation | 215,000 people |
| Career consultants working in-house | |
| First-class career consulting specialists | 13 people |
| Second-class career consulting specialists | 406 people |
| Nationally certified career consultants | 455 people |
| Industry counselor and other related certifications | 329 people |

Supporting diverse consultations on career and life
Work-life Facilitator

National career consultants, etc., provide not only career consulting services but also a wide range of consultations related to life events such as health, childcare, nursing care, and financial planning. We support workers in building autonomous careers and in designing their life plans.

| | |
|------------------------|-------------------|
| Certified participants | 209 people |
|------------------------|-------------------|

Learn while working, in order to create your own career
Gap Year Program

While working for a maximum of two years as a Pasona Group contract employee, participants acquire business fundamentals and culture as a member of society while challenging their potential in pursuit of their dreams and goals.

| | |
|--------------|------------------|
| Participants | 51 people |
|--------------|------------------|

Creating new careers through study at Awaji Island
Awaji Business Study System

Participants study while working for one year on Awaji Island toward create a new career. In addition to practical work at Pasona Group companies, we provide support for people aspiring to the next stage in their careers through a complete support system that includes further education, training, and career counseling.

| | |
|--------------|------------------|
| Participants | 20 people |
|--------------|------------------|

Supporting the changing of jobs and the outplacement of career human resources

A full-time consultant supports all processes, from each type of career counseling to the development of leads and outplacement.

| | |
|---|---------------------------------|
| People receiving career support services | 48,200 people |
| Career support service offices throughout Japan | All prefectures 68 bases |
| People deciding on a path to outplacement or entrepreneurship | 8,000 people |
| Percentage of outplacements made within one year | 95% |

Utilizing the extensive knowledge, experience, and expert skills of professional human resources

JOB HUB Advisor consulting Pasona JOB HUB

Registered as advisors are people from listed companies with executive experience to young people with expert skills and to professionals with extensive knowledge, connections, and know-how. Advisors utilize their skills, knowledge, and know-how in consultation activities, including DX promotion, the SDGs, and ESG management consulting.

| | |
|------------------------------------|---------------------------|
| Companies introducing this service | 8,000 companies |
| Registered advisors | Over 10,000 people |

Support enabling athletes to both work and compete

Athlete Career Support Program

Pasona provides support for both active and retired athletes and coaches in creating hybrid careers that enable them to both work and compete and to pursue second careers. Pasona provides employment opportunities at its offices nationwide while supporting long-term career development for each and all.

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|--------------|------------------|
| Participants | 50 people |
|--------------|------------------|



《Women》

Support for women entrepreneurs
“Ladies Be Ambitious”

This is an entrepreneur development program specifically for women. Starting with practical lectures on entrepreneurship, this program provides continuous support for business startup that includes support for business resources, including network building and offices.

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|--------------------------------|------------------|
| Entrepreneurs produced to date | 93 people |
|--------------------------------|------------------|

Employment support for single mothers through reskilling
For single parents: “Start Work from No Experience Project”

Pasona is carrying out support for creating employment opportunities for single mothers through reskilling and for increasing occupation selection potential. After conducting career counseling, Pasona provides education tailored to individual aptitudes and visions. After program completion, employment support is provided that takes advantage of the Pasona Group's nationwide network.

| | |
|--------------|---------------------|
| Participants | 1,515 people |
|--------------|---------------------|

《Global》

Job search event for global human resources
Job Haku (Expo)



This is a global job search and career change event for study-abroad students from other countries and Japanese aspiring to work abroad. Besides Japan, Job Haku was held Singapore, Korea, and other countries in Asia.

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| Participants | 2,800 people |
|--------------|---------------------|

Career support for JET program participants
JET Program Career Fair

A joint corporate seminar was held that provided opportunities for participants of the JET program, an international personal exchange program, to meet with domestic companies and organizations seeking global human resources.

| | |
|----------------------|----------------------|
| Exhibiting companies | 116 companies |
| Participants | 457 people |

Support for highly skilled foreign human resources to find employment in Tokyo
Highly skilled foreign human resources acquisition support program

Supports the employment of foreign human resources living abroad who have advanced expertise or skills by offering job matching services with small to medium-sized companies located in Tokyo and providing opportunities to experience work at a company

| | |
|---|---------------------|
| Participants in overseas joint company information session | 1,569 people |
| Participants in internship programs requiring presence in Japan | 18 people |

Exchanging and sharing information and communication among single parents
A single-parent support association

In aiming to find solutions for social issues surrounding single-parent families, the association provides lifestyle, childcare, and career support for single-parent families. Various services, including a consultation service and a community salon, have been established to advance such issues as balancing childcare and work.

| | |
|---------|------------------|
| Members | 97 people |
|---------|------------------|

Making it possible to both work and care for children on Awaji Island
Support project for working single parents

This project provides total support for single-parent families in work, housing, and education. The project provides an environment where single parents can work with confidence while freely raising children on Awaji Island. It also provides a fulfilling educational environment for their children.

| | |
|--------------|--|
| Participants | 75 people from 32 households |
|--------------|--|

Promoting the entry of foreign companies into Japan
Investment in Japan Project

• **Business Concierge Tokyo**
Covering comprehensive business consulting to living in Tokyo, this project provides total support for foreign companies and entrepreneurs that are considering business startup or expansion in Tokyo. In 2022, an overseas point of contact was established at the Pasona Asia office in Hong Kong.

| | |
|------------------|----------------------|
| Consulting cases | 4,546 results |
|------------------|----------------------|

• **A city of international finance: Osaka One-Stop Office**
The Osaka One-Stop office carries out promotions involving attraction activities and information dissemination for foreign companies and investors interested in Osaka, provides support for both business and daily life, and handles technical inquiries and consultations on finance.

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|---------------|--------------------|
| Consultations | 153 results |
|---------------|--------------------|

Topics

**New base for DX & BPO services in Da Nang, Vietnam
Establishment of Pasona DX Hub Da Nang**

(scheduled for September 2023)

Establishing a BPO center for which the purposes are to provide BPO services focused on the digital sector and to develop highly skilled digital human resources; this center will provide an open working space conducive to work and opportunities to participate in the DX and BPO projects of Japanese corporations and other various companies. It will also promote the recruitment and development of engineering human resources.



《Handicapped》

Talent Knows No Handicap

Pasona Heartful

Based on the concept that "Talent Knows No Handicap", the Pasona Group has developed an environment where people with disabilities, who have difficulty finding employment despite their willingness to do so, can vigorously engage in work and has created a place of integration to allow people to participate in social activities together irrespective of disabilities. People with disabilities are achieving great success by utilizing their talents at Pasona Heartful, a special subsidiary company, as well as at other Pasona Group subsidiaries.



Kickoff meeting for the 20th anniversary of Pasona Heartful

● Pasona Heartful Activity Vision

Employment and Career Support Business

Expanding the life choices of facility users through corporate partnerships

People with Disabilities

Providing opportunities to freely envision and realize dreams and goals

Special Support School

Drawing out the potential of each individual in order to open up new pathways in fostering hope and motivation

Client

Creating a mutual space where people can shine together and contribute to business activities regardless of disability status

Disabled employed (total of all Pasona Group companies)

571 people

Expanding into Eight Fields - Pasona Heartful Initiatives

● Office work



Performing a variety of tasks at Pasona Group companies, such as filing and issuing contracts

● Insourcing/outsourcing



Contracting for a variety of general affairs tasks, such as organizing, printing, and sending out vouchers related to general affairs and accounting

● Art-Mura (Village)



Artist employees work for the purpose of growing the field of work driven by art.

● Art-Mura (Village) workshop



Manufacturing and selling thoughtful, handmade products following on the motif of Art Village works

● Yume (Dream) Farm



Cultivating safe and worry-free organic produce such as vegetables, rice, and herbs as a professional agriculturist

● Bakery



Manufacturing and selling such products as additive-free bread and baked confectioneries under the direction of a master pastry chef

● Education business



Conducting such programs as internships and career education for students seeking employment

● Placement of human/resources consulting



Offering consulting and recruiting services using expertise in employment for the disabled

Initiatives on Awaji Island

"Space production" (an extension of interior design) using art compositions and the sales of art products are samples of the initiatives underway.

● Space production utilizing wall murals by artist employees



Workation Hub Carillon

● Art-Mura Shop expanded to eight Pasona Group-operated stores



Nojima Scuola

Topics

Supporting athlete employees by enabling them to both work and compete Star-Maker Project

One male and two female athlete employees were selected to represent Japan at the Virtus Global Games held in France. A gold medal was won in women's sport.



《Middle and Senior》

Career autonomy support for the 50-year-plus age bracket in the era of a "100-year lifespan"

Safe Placement Total Service

Provides comprehensive support and services for all working people to, on their own, consider, design, and select a career that will enable them to remain active in utilizing their unique talents and abilities to the fullest in the era of 100-year lifetimes

Companies introducing this system **730** companies

Creating opportunities to work on intellectual property Pioneering new occupational fields for veteran human resources

Knowledge bank/Pasona knowledge partner/Pasona intellectual property trusts

Registered as an organization certified to receive orders as defined by the Japan Patent Office, this company creates new spaces for engineers and researchers to be active in a wide range of specialist fields. It also utilizes its expertise in the field of intellectual property so as to provide intellectual management services for companies.

Employed people **380** people

Possessing a high order of expert knowledge and extensive experience

Creating opportunities for elder human resources

Pasona Masters

Creates diverse work styles that enable human resources in the "masters" (middle-to-senior age) sector, i.e., people possessing extensive experience, to play active roles that match their lifestyles; as companies become obligated to focus efforts on measures to provide work opportunities for employees up to 70 years old, Pasona Masters is instituting a corporate alumni/alumnae dispatch program that enables them to play active roles in their original companies. The oldest among these is 83 years old.

Registrants **6,800** people

Masters operators - Average age **66.8** years old

Support for Balancing Work and Family Care

Toward an era of working while raising children

Support for balancing work and Child care

Pasona Foster/Pasona Life Care

Pasona Foster operates licensed and certified daycare centers, corporate daycare facilities (at companies and hospitals), public/private after-school clubs, children's centers, and private after-school, thus helping to create an environment that allows parents to play an active role at work while balancing childcare. Pasona lifecare operates a housework & childcare business that specializes in households with pre-school children.

Daycare facilities/children **49** facilities/ **1,740** children

After-school clubs and children's centers/children **45** facilities/ **3,750** children

For small to medium-size companies

Childcare/nursing care planning

We train licensed social insurance consultants, care managers, and other certified professionals to become work/family balance support planners. Aimed at small to medium-size businesses throughout Japan, this service sets up a work environment that supports the creation of childcare/nursing care support plans that promote the obtaining by employees of childcare/nursing care leave and the smooth return to work.

Work and family balance support planners trained **78** people

Companies supported in formulating childcare and nursing care support planning **1,610** companies

* FY2022 results of support business for introducing childcare/nursing care support plans for small to medium-size businesses

Toward eliminating the need to quit work to provide nursing care

Support for balancing work and nursing care

Pasona Life Care

With the increasing cases where employees in their 40s to 50s, (i.e., in their prime working years) are obliged to leave their jobs to care for aging parents, the Pasona Group established consultation services, etc., to achieve zero resignations due to nursing care.

Adoption of the service **270** companies

Participants in the seminar on balancing work with nursing care **27,000** people

Individual nursing care consultations **1,600** results

Nursing care offices (in-home care, home-visit care, outpatient care support) **20** office

Housekeeping services

"legoto"/Kurashinity

Pasona Life Care/Pasona

Highly skilled and expert staff help reduce the housekeeping burden at households in which both parents work. Also supported are cleaning, laundry, and cooking, as well as organizing and storage, watching over seniors, and childcare assistance before and after childbirth. Also offered is Kurashinity, a service carried out by Filipino housekeeping professionals.

legoto staff **3,900** people

kurashinity staff **60** people

Order-made senior support

"Royale Concierge"

Pasona Life Care

Royale Concierge provides premium order-made services for well-to-do clientele (company founders, etc.), including a broad range of support for personal care, including nursing care and housework. Included are such care services as accompanying seniors when going out, watching over seniors at hospitals and elderly care facilities, and taking over housework and cooking.

Support cases provided **110** bases



Human Resources Development

To enable all people to have employment opportunities, we are deploying diverse training programs for business skill acquisition. In addition, we are developing the leaders that will be responsible for the next generation, covering digitalization, globalization, and the creation of sustainable new industries.

Reskilling Program

Career Development Support in the Era of 100-year Lifetimes
Pasona Recurrent

Pasona Recurrent offers learning opportunities tailored to individual careers and life plans that enable people to continue to be active in a society where life and work styles are diversifying. In addition to certifications directly related to work, it provides a curriculum that includes SDGs and environmental measures. Work-life facilitators team up with individuals to support their skills improvement and future life plan design.

Courses **1,800** courses

Business Professionals

Pasona Career College

We offer a wide range of courses for expert staff in group and e-learning formats, including courses in computer skills and languages that can be widely used in business settings, as well as specialized courses to improve skills and acquire qualifications.

Participants **43,000** people

Courses **8,800** courses

Business training for companies: CAPLAN

Provided on a rank-by-rank basis and for new employees, all business situations and diverse generations are covered by extensive curriculum that is offered through various means, including online, public seminars, and e-learning.

Participants **55,000** people

Women executives

Women Executive Candidates Development Program:
Shaping the corporate future
Women's Advanced Program

This is a camp-type program for developing executive female candidates as part of corporate efforts to promote the empowerment of women. Participants learn business and social skills from executives and experts active on the front lines, so as to become female executive candidates for the next generation that can become capable of contributing not only to their own company but also to society.

Students (3rd-4th term) **37** people

Sustainable Human Resources

Learning About Co-creation, the Environment, and Diversity
A sustainable training program Pasona Agri-Partners

Training programs for companies, organizations, and school corporations for learning about the UN SDGs, including food safety and the natural environment, are offered on Awaji Island.

Farming experience and training program participants **8,600** people

Providing human resources development training for companies
Practical training in the SDGs CAPLAN

To companies, CAPLAN offers training in the development of human resources that enables employees to understand and put into practice the SDGs.

Joint research with Ritsumeikan University in industry-academia collaboration
Developing "Green Social Innovators" CAPLAN

This program verifies the effectiveness of learning content aimed at changing the behavior and improving the skills of students participating in joint research with the aim of developing human resources who will play a core role in the GX (green transformation) of local communities.

National Awaji Youth Friendship Center
Environmental education program for the next generation CAPLAN

SDG-related programs that, utilizing the nature, traditional industries, and other local resources of Awaji Island, encourage awareness and action aimed at finding solutions to environmental challenges and realizing them.

Professional human resources development

Developing the world's top wine experts
CAPLAN Wine Academy

As a certification provider for WSET®, the world's largest wine education organization, we offers a wide variety of courses from wine basics to sommelier, expert, and other certifications. We leads Japan in both the number of certification examinations conducted and the number of students who have obtained certifications.

Participants **2,500** people

※Recipient of the Italian Wine Scholar™ (IWS) Instructor of the Year 2022

Global Leaders

Developing social entrepreneurs that herald new innovation
Awaji Youth Federation

Brilliant youths and social entrepreneurs gather from around the world, aiming to create new industries and achieve regional revitalization with diverse values, knowledge, and experience. Many of the fellows who complete the program continue to live on Awaji Island where they create further innovation aimed at resolving regional issues.

Students (1st-4th term) **87** students from **42** companies



Fourth term starts in June 2022, after overcoming the COVID-19 pandemic.

Hong Kong-based global human resources development and training
Pasona Global Edge Pasona education

This is a program for Japanese high school and university students as well as new employees of companies. Located in Hong Kong, an international city where multiple cultures coexist, this program develops human resources that can cultivate the foundation needed to become global leaders.

Participants **330** people

(2020-2022 online training)

Digital Human Resources

Digital Human Resources Development Program

This program offers a variety of training courses from beginning to advanced levels that promote the acquisition of the skills and careers required by the digital age. We also launched the Digital Academy Employee System, which provides support for engineer skill improvement and career changes and training so as to improve IT skills for those without IT experience through one-year training courses and OJT.

• Program for Developing Human Resources in DX Implementation

Participants **1,020** people

• Expert programs

Participants **310** people



Practical training program covering IT fundamentals to application development

《Infant/children education》

Nurturing the richness of spirit and curiosity of young children
Pasona Foster's variety of programs

For young children up to junior high school students, Pasona Foster creates a space for nurturing the richness of spirit and intellectual curiosity of young children through original education programs involving such subjects as English, music, rhythmic.



Nature experience and English education at Awaji Island
Awaji Kids Garden

This education program for young children exposes them to English from an early age, promoting the acquisition of a truly global sense. It also cultivates curiosity and rich sensitivity by experience nature.



Partnering with Ashiya International School
Awaji Island International School

Provided for the children of Pasona Group employees, this school provides an environment for learning in English and offers an educational program that allows children to explore their own interests and demonstrate their individual talents.



Well-being

Aiming to create a lifestyle that is both physically and mentally healthy and spiritually rich, we have taken on the challenge of creating a culture of health and healthy eating and an environment where anyone can work in good health.

Corporate Health Management

Supporting the health management of employees

Health management support service Pasona/Benefit One

In the corporate world, the health management of employees is an important management issue. In addition to improving productivity and reducing turnover rates by taking employee health into consideration, companies can also use health management to improve their images. We provide total support for corporate health management based on the expertise in health management that we have developed over the years.

Registrants with medical qualifications **30,000** people

Employees covered by health support **1,700,000** people

Contracted health management services **More than 50** companies

Offering complete health support services for all working people

Online health promotion office Pasona

The corporate Health Promotion Office, implemented online, is responsible for the management and enhancement of health. Serving as a one-stop office, it provides services from LINE-based health consultations and information dispensation to interviews and insurance guidance and training by clinical and public health nurses.

Client companies **39** companies **1** organization

Applicable people **12,000** people

Held November 1-13, 2022
75,000 people

Considering physical, mental, and social health

Awaji Well-being Week

Events were held amid the rich natural environment of Awaji Island, providing opportunities to re-examine what "fulfilling" means personally to us individually and achieving health and well-being both physically and mentally. Also provided are opportunities to consider physical, mental, and social health on the basis of the theme of "Sports, Food, Art, and Innovation." Many companies and local governments have endorsed this initiative and are implementing it.

Aiming to create new industries based on the theme of "Well-being" Well-being business contest

Awaji Island became the stage for pitches by startup companies and panel discussions by the well-informed targeting the creation of new industries based on the theme of "Well-being."



〈Main speakers〉



Yoshiaki Sawa, professor emeritus, Osaka University/director, Osaka Police Hospital
Hiroshi Ishiguro, professor emeritus, Osaka University
Hiroshi Suzuki, professor, University of Tokyo/Keio University
Fumiaki Ikeno, senior research fellow, Stanford University
Masakazu Yagi, associate professor, Endowed Course, Osaka University

A joint Japan-U.S. event aimed at creating new industries The Japan-U.S. Well-being Innovation Forum

Thirty experts in cutting-edge medical fields from Japan and the U.S. gathered on Awaji Island to introduce the latest trends in predictive medicine, which is garnering attention as the future of healthcare.

〈Keynote Address〉

- Innovation for the Future of Predictive Medicine
- Well-being on Awaji Island



Andrew Cleeland, CEO of Fogarty Innovation
Discussion with Yoshiaki Sawa, Fumiaki Ikeno, and others



Sports festival with undokai (athletic meet) competitions

UNDOKAI World Cup

Started in 2016 and open to anyone wanting to participate, this global athletic meet aims to realize a society where people worldwide can enjoy continuous good health.



Creating a society possessing well-being through food

World's King of Chefs Summit

- King of Chefs Cooking Contest
Cooking contest in which leading chefs from both Japan and abroad compete in the field of health-themed cuisine
- Youth King of Chefs Cooking Contest
Cooking contest for students nationwide in Japan held for the purposes of developing and discovering the young chefs who will take over in the future



• World Dietary Education Forum

Experts and others knowledgeable in food and health were invited to give keynote addresses and hold panel discussions. The topic of what constitutes healthy food was discussed, and a summary of the discussion was presented as the "Well-Being Awaji Island Declaration."



Pavilion exhibition at the Japan International Exposition (Osaka, Kansai Expo)



◆ Pavilion: **PASONA Natureverse (Nature × Universe)**

◆ Concept: **"Thank you to life"**

This expression incorporates the desire to create a world in which all inhabitants, from children to the elderly, honor and are filled with gratitude for life.

◆ Theme: **1) Body: Healthcare/food**

Creating a healthy body with the latest in healthcare and food

2) Spirituality: Purpose in life/consideration for others

Based on the spirit of consideration for others, having all people direct their attention to their futures and promoting diversity, with everyone together creating a spiritually fulfilling society

3) Bonds: Working/mutual aid

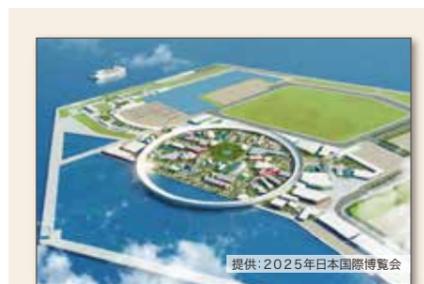
Creating a "mutual society" and "mutual economy", a truly affluent society where all people have vital work and can live happy lives

◆ Pavilion Architecture Design Concept:

The Spiral of Life: From Ammonite to iPS Heart



Dr. Yoshiaki Sawa, professor emeritus of Osaka University and a leading expert in regenerative medicine using iPS cells, will be brought in as the pavilion's executive producer. Architectural Design by architect Satoshi Itasaka



EXPO 2025 OSAKA, KANSAI, JAPAN
Schedule: April 13 to October 13, 2025



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Regional Revitalization

In collaboration with local governments from areas such as Tohoku, Kyotango, Okayama, Awaji Island, others nationwide in Japan, we are attracting human resources for the development of unique regional revitalization projects. We are taking on the challenge of regional revitalization and job creation by creating new prospective industries in culture, the arts, food, health, and education.

Promoting the Regional Revitalization Project nationwide

《Cooperation with Government throughout Japan》

The Regional Revitalization Project is carried out in cooperation with governments throughout Japan. This project promotes the U-turn phenomenon, i.e., people returning to regional areas after having tried out major cities. It also proposes new businesses that utilize regional characteristics, such as food, culture, and history, through efforts that include overseas sales channel development for local specialties.

Nationwide Regional Revitalization **210** Project

《Community Co-creation Project》

Concluded a practical comprehensive partnership agreement with local government bodies nationwide on regional revitalization with the aim of creating new industries and employment opportunities rooted in the community and of urban development that enables the realization of fulfilling life and work styles

<Partner organizations>

- Sakaide City, Kagawa Prefecture
- Awaji City, Hyogo Prefecture
- Koshi City, Kumamoto Prefecture
- Maniwa City, Okayama Prefecture
- Unzen City, Nagasaki
- Shimonoseki City, Yamaguchi Prefecture
- Niihama City, Ehime Prefecture
- National Institution for Youth Education National Awaji Youth Friendship Center



Koshi City, Kumamoto Prefecture



Shimonoseki City, Yamaguchi Prefecture



National Awaji Youth Friendship Center



Unzen City, Nagasaki Prefecture

《Pasona Group company initiatives》

Pasona Group companies promote new regional revitalization in cooperation with local companies in their respective regions.

National/Takumi-Sosei Inshienobishu

Collects aged vintage sake from throughout Japan to sell both domestically and internationally; winner of many awards including the gold medal at the Féminale Wine Competition 2023



Tohoku/IHATOV TOUHOKU and Pasona Tohoku Revitalization Kurikomachaya, a cafe set up in an old Japanese-style house

Carrying out tourism businesses that communicate the food culture of the Ichinoseki region to the world and developing human resources through practical training tourism



Kyotango/Tango Kingdom Brewery A microbrewery project

Established a small brewery as a base for local residents and tourists to deepen exchange; a craft beer here won a Silver Medal at the Japan Great Beer Awards 2023.



Okayama/Pasona Group Kamimomimiroku Farm Council

Promoted a project to restore the Kami-momi terraced rice paddies, selected as one of the 100 best terraced rice paddies in Japan; "Discover the Treasures of Farming, Mountain, and Fishing Villages" award.



Ehime/Benefit One Establishment of satellite offices

Established satellite offices in the Shikoku area; a total of nine have been established nationally that employ over 800 people.

National/Pasona JOB HUB Regional revitalization teleworking and parallel work

In collaboration with local governments nationwide in Japan, regional workations and working multiple jobs in parallel (parallel work) are promoted.

Awaji Island Regional Revitalization Initiatives

As part of its efforts to create truly affluent life and work styles for all working people and its group-wide BCP (Business Continuity Plan) measures, in 2020, Pasona announced the partial transfer to Awaji Island in Hyogo Prefecture of headquarters functions and operations. The operations of 1,200 people, mainly from administrative departments, are scheduled to be transferred by May 2024.

Business Continuity Plan (BCP)

Creation of truly affluent life and work styles

Creating promising new industries

《BCP (Business Continuity Plan)》

Office expansion to seven locations on the island

A BCP for responding to natural disasters and pandemics, and also for promoting regional revitalization and creating new industries, has been deployed across the group. A strategic office for realizing future Pasona Group business concepts, a "workation" office for promoting diverse work styles, and a BPO center have been established.

• Global Hub Square



• Workation HUB carillon



《Realizing truly affluent life and work styles》

Retreatment resort situated in natural surroundings "Zenbo Seinei"

A place for experiencing Zen Buddhism has been created in the natural surroundings of Awaji Island at 135 degrees longitude. This zen retreatment balances the body and spirit through activities such as Zen and calligraphy to regulate the spirit and through the eating of healthy foods that are easy on the physical body, such as rice porridge and tofu.



Designed by the architect Shigeru Ban, winner of the Pritzker Architecture Prize, one of the most-authoritative awards in the architect industry. Recipient of the 8th Japan Wood Design Award

Sustainable Garden Awaji Nature Lab & Resort

Activities are carried out based on the theme of "Farming, Food, and Living" on an extensive site of approximately 38,000 m² that is surrounded by nature. This provides opportunities to learn about the coexistence of nature and people while engaging in enjoyable activities that use the five senses. It also fosters values that are environmentally friendly and health friendly with respect to lifestyle, consumption, selecting things, and related topics.

• Haru Sansan: A "farmer's restaurant"



• "Nature and Living Laboratory"



Revamping a prefectural park by collaborating with the magnificent natural landscape Nijigen no Mori

Nijigen no Mori combines Japan's globally popular anime and manga with the bountiful nature of Awaji Island. Located within the Hyogo prefectural Awaji Island Park and boasting an area equivalent to approximately 28 Tokyo Domes, Japan's first interactive animation-themed park lets visitors experience with all five senses nature and two-dimensional content, such as manga and anime. The Luxury villa GRAND CHARIOT 135° has been added on.

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• Godzilla Interception Operation



• Dragon Quest Island



• The "NARUTO & BORUTO SHINOBI-ZATO"



• Crayon Shin-chan Adventure Park



Promoting the attractions of Awaji Island domestically and worldwide through the Hello Kitty character, beloved across generations throughout the world

Ocean-themed media art & restaurant HELLO KITTY SMILE

Visitors can experience an ocean-themed Hello Kitty world through projection mapping. They can also enjoy authentic Chinese cuisine using ingredients from Awaji Island, a treasure trove of food.



The giant Hello Kitty objet d'art is very popular as a place to take photos.
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A genuine ballet performance by international dancers Awaji World Ballet

Dancers and instructors active in Ukraine and globally are gathered here. Genuine ballet performances and workshops and contests by international instructors are also held.



《Creating promising new industries》

Using avatar technology in new services development and human resources training The Awaji Avatar Center

In collaboration with Avita, a business involved in avatars, the Awaji Avatar Center has started training programs for avatar operators and a BPO service that uses avatars for customer service.



Theater restaurant offering Hello Kitty shows and dining for the enjoyment of guests HELLO KITTY SHOW BOX

The restaurant stages shows featuring singing, dancing, and musical performances enjoyable to people of all ages and offers wholesome and delicious vegan dishes.



Also recently constructed is the HELLO KITTY APPLE HOUSE, certified by the Guinness World Records™ as the largest apple house in the world.

International performing arts festival Awaji Art Circus

In cooperation with the cities of Awaji, Sumoto, and Minami Awaji, the Awaji Art Circus was established for the purpose of creating and developing international exchanges and the arts culture. Due to the COVID-19 pandemic, from 2021 it was opened to domestic artists as a place to pursue activities.

Taking on the challenge of regional revitalization through music Music Island

Musicians from throughout the country put into practice hybrid careers that combine music activities and work, in pursuit of music-driven regional revitalization. We provide environments where musicians who lost opportunities to perform can enjoy secure work while engaging in music activities.

Business plan contest for women entrepreneurs and women-run startups Awaji Startup Queen Awards

Awaji Island was the stage for a business plan contest in which the aim was to produce women entrepreneurs and women-run startups that will impact society and to support the "entrepreneurial dreams" of as many women as possible.



Aiming to become a "global island": Awaji Island Attracting global human resources to Awaji Island

Aiming to become a "global island," Awaji Island, where diverse human resources converge from countries and territories throughout the world to engage in vibrant work that takes advantage of individual talents and abilities

• Employment support for young Korean human resources



Conducts Japanese language and business training for young Korean who wish to work in Japan and provides support for finding employment at Japanese companies

• Ministry of ICT, Republic of Uganda, IT human resources exchange meeting



Presentations of systems and applications originally developed by Ugandan IT personnel and engaging in information exchange with Japanese companies

• MOU with Carnegie Mellon University



Regional development, robotics, and AI research in partnership with Carnegie Mellon University, the world's foremost authority in AI

• Establishment of Awaji Island UNESCO Association



Pursuing activities that lead to solving regional issues such how to pass on the traditional performing arts and natural cultural heritage of Awaji Island

• MOU with the Sri Lankan government



Sri Lankan government and Pasona Group are promoting advancement of companies into Sri Lankan markets, human resources development and employment, and tourism.

• TEDx Awaji 2022



Provides a space for people in the community to communicate with the world with the purpose of bringing about new ideas about Awaji Island

Restaurant and cafe that takes advantage of the abundant nature of Awaji Island, utilizing ingredients grown locally for local consumption

Offering productions one after another, including a spectacular location for enjoying nature—from the clear blue ocean and mountains lush with greenery to a view selected as one of the best of Japan's sunsets—with cafes and restaurants, visited by many tourists both from the island and elsewhere, utilizing the foodstuffs of Awaji Island, a "treasure house of foods"

Nojima Scuola



Renovated a closed primary school; it is now a composite facility comprising a restaurant, market, zoo, and information repository.

SEIKAIHA



A theater and restaurant to cherish and enjoy food, history, and the performing arts.

miele / miele the garden/ miele the DINER



Three "Mieles," including the honey café Mieres, with an refreshing open deck exposed to the sea breeze

Awaji Chef Garden by PASONA/ Ladybird Road



Open air food mall where people can enjoy various types of cuisine; with a restaurant modelled after the streets of Europe

AUBERGE – French no mori



Each of the three annexes of the AUBERGE offers French cuisine that, based on its own theme, draws out the features of the seasonal foods of Awaji Island.

Hajimari no Shima Aman's Table



UTAGE features gozen cuisine that utilizes seasonal ingredients. Guests at SAJIKI can enjoy premium ingredients grilled on an iron grill or as sukiyaki.

CRAFT CIRCUS



Guests enjoy eating and shopping at this seaside restaurant and a market situated in a location selected as one of the best 100 sunsets in Japan.

Ocean Terrace



Restaurant serving grilled food where guests can savor a prime cut of Awaji beef while feasting their eyes on the beautiful ocean

Together with Society

Regional contribution initiatives

Pasona established a "social contribution office" and a "social contribution committee" for the purposes of defining CSR (corporate social responsibility) and promoting social contribution activities. As a good corporate citizen, we will actively promote social contribution and social welfare activities rooted in local communities while respecting cultures and customs both domestically and abroad.

Activity circles spreading worldwide

| | | |
|--|--------------------------|--------------------------|
| Number of activities | Japan 582 results | Abroad 38 results |
| Number of people carrying out activities | 16,600 people | |

FY2022 Thank You Fund fundraising

The Thank You Fund is a fund for the societal contributions and welfare activities carried out by executives and employees. It also provides donations for rapid assistance during disasters and contributes to medical, educational, and food aid support groups.

Total donations **¥ 4,003,335**

Donation recipients: Ukraine Support Project, Turkey & Syria Earthquake Relief, etc.



▲Every year, 40 Social Contribution Committee members are selected from Pasona's network across Japan to serve as activity leaders.

• FY2022 Social Contribution Activities

In order to contribute to the achievement of a sustainable society, the Pasona Group defined six themes as key issues and promoted initiatives regarding social requirements such as SDGs as well as regional challenges.

1. Food loss and waste

2 ZERO HUNGER In order to eliminate food loss and waste, which is becoming a serious issue around the world, we are raising individual awareness and promoting efforts to deliver food to people in need.

Food drive activities

| | |
|---------------------|------------------------------------|
| Total contribution | 1,964 kg |
| Number of sites | 58 sites |
| Number of recipient | nationwide 40 organizations |



▲Sapporo



▲Osaka



▲Awajishima



▲Miyazaki

2. Environmental protection

13 CLIMATE ACTION The Pasona Group promotes activities including tree planting, satoyama conservation, and environment beautification to contribute to global warming prevention and protect life below

Cleaning Activities

| | |
|--|---|
| Number of cleaning activities / number of participants | 268 results/ 4,300 people |
| Amount of garbage collected | 17,100 L |



▲Tokyo: Aoyama Cleanup Activities



▲Niigata: Western District Coastal Cleanup Activities

Re-use project

| | |
|-------------------------|---------------------|
| Number of donated items | 29,400 items |
|-------------------------|---------------------|



▲Nagoya: Donations of stationery



▲Taiwan: East Africa Supplies Assistance

3. Local contribution (reconstruction)

11 SUSTAINABLE CITIES AND COMMUNITIES With a focus on reconstruction support for damage resulting from earthquakes and torrential rains as well as regional challenges, the Pasona Group promotes community-based activities to develop sustainable cities and communities.

| | |
|------------------------|---------------------|
| Number of activities | 167 results |
| Number of participants | 3,545 people |

Regional contribution activities



▲Shizuoka: Bamboo grove maintenance activities



▲Awaji: Volunteer mowing in the Gunge area

Disaster area support activities



▲Miyagi Marumorimachi Sairi Genya volunteer



▲Kumamoto: Volunteers cleaning photographs damaged by heavy rains

4. Sports & Health

3 GOOD HEALTH AND WELL-BEING The Pasona Group promotes activities through sporting and other events in various locations to ensure healthy lives for all people

| | |
|------------------------|-------------------|
| Number of activities | 42 results |
| Number of participants | 700 people |

Sports "volunteerism"



▲Tokyo: Intellectually disabled soccer volunteer



▲Okayama: Marathon volunteer

Blood drive

| | |
|------------------------|-------------------|
| Number of participants | 350 people |
|------------------------|-------------------|



▲Awaji Island blood drive



▲Thailand blood drive

5. Diversity

10 REDUCED INEQUALITIES We are striving to achieve a society where all people can live truly fulfilling lives regardless of age, gender, nationality, etc.

| | |
|------------------------|---------------------|
| Number of activities | 91 results |
| Number of participants | 1,020 people |

Activities for the elderly



▲Tokyo: Yosakoi event at a day service facility



▲Fukuoka: Donation of Christmas cards to a seniors' home with special nursing care

Activities planning with people with disabilities



▲Tsukuba: Blind soccer class



▲Tokyo: Dance class for people with disabilities

6. Partnership

17 PARTNERSHIPS FOR THE GOALS In partnership with local governments and regional non-profit organizations, we are driving a fund-raising campaign to increase the synergy of the entire community.

| | |
|---|-------------------------------------|
| Number of partner local governments and companies | nationwide 111 organizations |
| Number of partner organizations (NPOs, etc.) | nationwide 261 organizations |

Partnering with local governments



▲Shiga Prefecture: Rice harvesting volunteers



▲Hiroshima: G7 Hiroshima Summit support planning

Partnering with local organizations



▲Nagano: Children's cafeteria volunteers



▲Hamamatsu: Flower leaflet project volunteers

Single-parent Daily Life & Education Support

• Career and daily life support

In collaboration with the Single-parent Work Support Project, which provides work, life, and children's education assistance mainly for single-mother, single-parent families, this program provides support nationwide in Japan for work environment arrangements and career counseling. In addition to holding career counseling seminars, the program provides general support for daily life, such as food and daily necessities donations and other activities.

• Parent/child sports class

Soccer and dance classes that parents and children can enjoy together are held with the aim of creating opportunities for single-parent families to build community and deepen bonds.



▲ Career support course



▲ A former professional soccer player leads the class.

Support Across the Oceans

• Ukraine Support Project

Since May 2022, this program has supported Ukrainian ballet dancers and other refugees from Ukraine and the continuation of their ballet activities. In January 2023, the Ukrainian Ambassador to Japan paid a courtesy call to Awaji Island and observed ballet dancer activities while expressing appreciation for the support. A special ceremony featured Ukrainian dance as well as ballet accompanied by Japanese drums. Also presented were donations from executives and employees from around Japan and a picture of sunflowers, Ukraine's national flower, painted by an artist employee.



▲ Ukrainian refugee ballet dancers active on Awaji Island



▲ Donation of a picture of sunflowers, Ukraine's national flower

• Turkey & Syria earthquake: Emergency relief fundraising

In February 2023, a major earthquake in southeastern Turkey damaged hundreds of thousands of buildings and caused extensive damage in both Turkey and Syria.

Immediately after the disaster, our branches nationwide, facilities on Awaji Island, and expert staff conducted emergency relief fundraising activities and held a charity concert at PASONA SQUARE. Relief donations were made to those affected by the disaster.



▲ Held a charity concert in Aoyama, Tokyo



▲ Emergency support fundraising carried out at each branch nationwide in Japan

■ Main regional contribution activities in FY2022

| Base name | Activity name | Implementation date |
|-------------------------------|---|---------------------|
| Nationwide in Japan | | |
| | Food Drives | 4 times annually |
| | Fundraising Activities for "Thank You Week" | 4 times annually |
| | World Cleanup Day | November 2022 |
| | Project to Contribute to Tree-planting by Picking Up Acorns | October 2022 |
| | Donation of New Year's Cards Discarded Due to Mistakes | January 2023 |
| | Earth Day Week Environmental Beautification and Conservation Activities | April 2023 |
| | Ukraine Relief Supplies Project | May 2023 |
| | Eco-friendly Cap Collection Drive | Year round |
| | Cheer Up Club - Support for Tohoku | Year round |
| Hokkaido/Tohoku region | | |
| Sapporo | Odori Park Cleanup Activities | October 2022 |
| | Kobuta Project | August 2022 |
| | Food Drive with Partner Companies | September 2022 |
| | Donation of Books for Book Sharing | February 2023 |
| | Financial Literacy Education for Children for Financial Studies with Parents | March 2023 |
| Morioka | Iwate City, Morioka Prefecture Food Drive | January 2023 |
| | Welfare Bank Calendar Donation | January 2023 |
| | Elephant and Flower Project | January 2023 |
| Sendai | Sendai City Food Drive | Year round |
| | Marumori-machi - Sairi Phantom Night Operations Volunteer | August 2022 |
| | Sendai Station Cleanup Activities | August 2022 |
| | World Gift - Support for the Reuse of Articles No Longer Being Used | August 2022 |
| | Learning the Reality of the Miyagi Sea - Coastal Cleanup Project | September 2022 |
| | Michinoku Yosakoi Festival Cleanup Activities | October 2022 |
| | Light Pageant Cleanup Activities | December 2022 |
| Kamaishi | Beach Cleanup with Kie Tamai, a Rugby Player in the Women's Rugby League | July 2022 |
| Koriyama | Cleanup Activities - Koriyama Cleaning Study Group | August 2022 |
| | Recitation by Hayamakko Storyteller | February 2023 |
| Hokuriku region | | |
| Kanazawa | Japan ID Track and Field Operations Volunteer | June 2022 |
| | Society for the Beautification of Kanazawa Station Streets - Transplanting Flower Seedlings and Greens | July 2022 |
| Toyama | Toyama Handballers Day, Summer 2022 | August 2022 |
| | Operational Support for the Child Rearing Support Seminar, Council of Social Welfare, Toyama City | October 2022 |
| Nagano | Shinshu Children's Cafeteria | Year round |
| | Movement for Appreciating the City by Picking up Litter and Garbage | Year round |
| | Nagano Zero Marine Litter Project Organized by Nagano Broadcasting Systems | November 2022 |
| | Nagano Tomyo Festival Volunteering (Volunteering to Assist in the Operation of Festivals) | February 2023 |
| Matsumoto | Tatsunomachi, Hotaru-doyo Park Environmental Maintenance Activities Volunteering | September 2022 |
| | Volunteering for the Disinfection of School Buildings of Elementary and Junior High Schools in Azumino City | September 2022 |
| Niigata | "Smile Clean" Beach Cleanup Activities | Year round |
| | Sakura Cafeteria Mochitsuki [Pounding of Rice into Mochi] Volunteering | January 2023 |
| | Sorairo Children's Cafeteria Food Distribution | March 2023 |
| Fukui | Everyone's Cafeteria of Echizen City | June 2022 |
| | A Beautiful Beach Project in Suishohama | April 2023 |
| | Relief Supplies for Areas of Conflict in Ukraine | April 2023 |
| Kanto region | | |
| Tsukuba | Mt. Tsukuba Climb & Clean | November 2022 |
| | Experience Boccia & Compose Letter of Appreciation | December 2022 |
| | Tsukuba FC Collaborative Cleanup Activity | March 2023 |
| | Deaf Soccer Workshop: Experiencing Soccer in a World Without Sound | April 2023 |
| Saitama | Picture Book Reading at Nursery Schools | July 2022 |
| | Participation in Volunteering at Experience Satoyama (Natural Areas in and Around Urban Areas) Event | July 2022 |
| | Toda City Primrose Project | August 2022 |
| | Toda City Genki Nursery School - Making Spring Memories | March 2023 |
| | Participation in the Tsurugashima Bamboo Grove Maintenance & Bird Watching Society | March 2023 |
| | Tsurugashima Grass Mowing Volunteering | June 2022 |
| Chiba | Project for Protecting Children's Food | January 2023 |
| | Chiba Forest Conservation Activities | January 2023 |
| Tokyo | Reuse of Picture Books by Children in Local Regions | June 2022 |
| | Sharing Box (Towel Donation) | July 2022 |
| | Reuse of Used Clear Plastic Folders | July 2022 |
| | Chiyoda Ward Summer Night Festival Volunteer | August 2022 |
| | Sharing Box (Stationery, etc.) | August 2022 |
| | Takao Kobotoke Tree Planting Festival 2022 | September 2022 |
| | Experiencing Boccia & Children's Clothing Collection | October 2022 |
| | Holding of Health Seminars for the Elderly | November 2022 |

| Base name | Activity name | Implementation date |
|----------------------|---|---------------------------|
| Tokai region | | |
| Tokyo | Minato Cleanup Campaign | November 2022 |
| | Minato Ward Community Exchange Events | December 2022 |
| | Iki Iki Sakuragawa River Christmas Concert | December 2022 |
| | Chiyoda Ward Santa Claus Volunteering | December 2022 |
| | Creating Christmas Cards for Study Support Class | December 2022 |
| | Blood Drive with the Japanese Red Cross | December 2022 |
| | Emifuru - Boccia Volunteer Activities | January 2023 |
| | Iwamoto-cho, Hohoemi Plaza Sharing Activities | February 2023 |
| | Kubota Spears, Rugby Top League Volunteer | January, May 2023 |
| | Cleanup Events | March 2023 |
| | Minato-ku's Omotesando Subway Station Cleanup Campaign | March 2023 |
| | Participation in Ota Ward Food Pantry Activities | March 2023 |
| | Participation in Children's Learning Support Volunteer Activities | July 2022 |
| | Benefit One MONOLIZ League Charity Seats | April 2023 |
| | Donating to Single-parent Households: Making Grab Bags Full of Children's Clothes | April 2023 |
| Yokohama | Cleanup Events | February 2023 |
| Kanagawa | Competitive Trash Pickup in Enoshima | July 2022 |
| Tokai region | | |
| Aichi | Forestation Activities in Higashiyama, Nagoya | August, November 2022 |
| Toyota | Experiencing Rugby with Social Contribution | July 2022 |
| | Alpen Presents "Propping for the Earth" | April 2023 |
| | Making Eco-bags with Newspaper Sheets | June 2022 |
| | Office Decluttering and Donation Activities in Meieki | July 2022 |
| | Forestation Activities in Higashiyama, Nagoya | Year round |
| Meieki | Contributing to Society by Donating Children's Goods: Connecting People with Smiles | October 2022 |
| | Office Decluttering and Donation Activities in Meieki | November 2022 |
| | Experiencing Rugby and Donating Stationery to Fiji | January 2023 |
| Shizuoka | Lawn Planting Volunteer Activities | June 2022 |
| | Abe River Fireworks Festival: Volunteer Cleanup | July 2022 |
| | Kawayama Forestation Planning Project | March 2023 |
| Numazu | Numazu City Beach Cleanup | October 2022 |
| | Donating to the Council of Social Welfare, Numazu City | October 2022 |
| | Picking Up Acorns with Yazaki Corporation | November 2022 |
| | Year-end Fundraising for Mutual Aid | December 2022 |
| Hamamatsu | Exchange Activities for No-longer-used Tableware | November 2022 |
| Kansai region | | |
| Osaka | World Refugee Day: Eco-friendly Cap Movement | June 2022 |
| | Kitamido Food Pantry | July 2022 |
| | Hiroshima Origami Crane Project 2022 | August 2022 |
| | Gohan-dokoro Okaeri: Winter Fun Party | December 2022 |
| | Campaign for the Collection of Postcards Discarded by Mistake | January 2023 |
| | Kansai Medical University Hospital Online Field Trip | February 2023 |
| | Osaka Marathon Cleanup | February 2023 |
| | Tree Planting Ceremony (Arbor Day) | March 2023 |
| | Kitamido Flower Festival | April 2023 |
| Kyoto | Gion Festival 2022 - Zero Garbage Activities | July 2022 |
| | Kyoto Marathon Support Activities | February 2023 |
| Kyoto, Shiga | Pink Ribbon Stamp Rally & Walk | October 2022 |
| Shiga | Volunteer Activities on Terraced Paddy Fields at Hashiri District | June 2022 |
| | Harvester in Hashiri | December 2022 |
| Himeji | Tepla (Tape Printing Machine) Cartridge Collection Campaign | August 2022 |
| | Support Activities for Shelter Himeji Canfel | September 2022 |
| | Pink Ribbon Himeji 2022 | October 2022 |
| Wakayama | Cleanup of Kino River in Wakayama | June 2022 |
| Awaji Island | | |
| Awaji island | Koge District Grass Mowing Event | June, July, November 2022 |
| | Awaji World Ballet Fundraising Event | August 2022 |
| | Used Books Donation | August 2022 |
| | Kagura Dance Festival for the Three Great Myths | September 2022 |
| | Awaji City Citizens' Athletic Festival: Softball Tournament | September 2022 |
| | Autumn Camp for Single-parent Families | October 2022 |
| | Used Clothes Collection and Recycling | October 2022 |
| | UNDOKAI: SDGs Backgammon | November 2022 |
| | Three Straits Grand Cleanup Operation | November 2022 |
| | Autumn Blood Drive | November 2022 |
| | Athletic Meet | November 2022 |
| | Food Drive Sorting Volunteering | December 2022 |

| Base name | Activity name | Implementation date |
|-------------------------------|--|---------------------|
| Chugoku/Shikoku region | | |
| Chugoku/Shikoku | Used Body Warmer Collection Activities | February 2023 |
| | Donation of School Supplies | March 2023 |
| Okayama | Donation of School Supplies | September 2022 |
| | Okayama Marathon 2022 | November 2022 |
| | Cleanup Activities | November 2022 |
| Hiroshima | Hiroshima Origami Crane Project 2022 | August 2022 |
| | Lecture on the A-bomb Experience | August 2022 |
| | Experiencing Harvesting Komatsuna (Japanese Mustard Spinach) | November 2022 |
| | Transplanting Flowerbeds on Peace Boulevard | November 2022 |
| | Seed Paper for the G7 Summit to Convey the Wishes of Children | April 2023 |
| Fukuyama | Donation of Sweets to Home for Mothers and Children for Halloween | October 2022 |
| | Donation of Sweets to Home for Mothers and Children for Christmas Party | December 2022 |
| Tokushima | Weeding in the Pink Moss of Misato, Yoshinogawa City | September 2022 |
| | Hassaku Orange Harvest Volunteer | December 2022 |
| Matsuyama | Forest Conservation Activities (Grass Mowing) | August 2022 |
| | Mandarin Oranges Harvest Volunteer | January 2023 |
| | Pilgrimage Inspection Volunteer | February 2023 |
| Kagawa | Support Takamatsu Triathlon and Beach Cleanup | July 2022 |
| Kyushu region | | |
| Fukuoka | Eelgrass Seed-removal Activities | June 2022 |
| | Yonemachi Park Grand Cleanup Operation | June 2022 |
| | Kokura Castle Bamboo Light-up Volunteering Activities | September 2022 |
| | Okunchi Festival - Fukuoka City Grassroots Exchange Meetup | October 2022 |
| | Christmas Gift-giving to Keiai-en | December 2022 |
| | Kokura City Center Cleanup Campaign | January 2023 |
| Kitakyushu | Project to Support the Reconstruction of the Tanga Market | August 2022 |
| | Protecting Horseshoe Crabs: Sone Tideland Cleanup Activity | September 2022 |
| | Kokura City Center Cleanup Campaign | December 2022 |
| Nagasaki | Preparation for Food Distribution to Single-parent Families | August 2022 |
| Kumamoto | Photo Cleaning Activities by Araiguma Kumamoto Volunteers | June, August 2022 |
| | Food Donation to Children's Cafeterias | June 2022 |
| | Participation in the Kumamoto Prefecture Project to Promote the Reduction of Food Loss and Waste | October 2022 |
| | Participation in Aso Grass-raking Activities | October 2022 |
| Miyazaki | Tsunami Evacuation Route Cleanup Activities | June 2022 |
| | Aquathlon Activities Volunteer | September 2022 |
| | Aoshima Taiheiyou (Ao Island Pacific) Marathon Operations Volunteer | December 2022 |
| | Beach Cleanups and Cleanups Around Branch Offices | April 2023 |
| | Hanamichi Project: Maintenance of Plantings Volunteering | February 2023 |
| Kagosima | Kagosima Station Litter Pickup & Cleanup and Charity Futsal | June 2022 |
| | Providing Food to Children's Cafeterias | July 2022 |
| | Providing Reusable Indoor Shoes | October 2022 |
| | Kagosima Marathon Cleanup Activities (Next Day) | March 2023 |
| Naha | Visit to Naha Children's Home | June 2022 |
| | Shuri Castle Restoration Volunteer | January 2023 |
| International | | |
| United States | Annual Giving Tuesday Activity | December 2022 |
| Indonesia | DGS Cares: Cianjur Earthquake Donation | November 2022 |
| | Panti Sosial Balita Tunasbangsa | December 2022 |
| | DGSCares: Education Scholarship | January 2023 |
| Singapore | Virtual Workshop for Women's Universities | August 2022 |
| | Christmas Giving Drive 2022 | December 2022 |
| | Global Education Session for Junior High School Students | March 2023 |
| Thai | Publishing Books for the Blind (Online) | October 2022 |
| | Christmas for Kids with the Baan Nokkamin Foundation | December 2022 |
| | Blood Drive | February 2023 |
| Taiwan | Taiwan University Job Seminar | June 2022 |
| | Showing Appreciation for All Medical and Nursing Care Workers | November 2022 |
| | Emergency Relief for the Earthquake in Turkey and Syria | February 2023 |
| Vietnam | Delivering Clothes to Mountainous Regions | March 2023 |
| | Ho Chi Minh and Hanoi Cleanup Activities | April 2023 |
| Malaysia | Donating Used Books and Christmas Gifts to Children's Homes | December 2022 |

Together with Society

Environmental initiatives

The Environmental Committee was established based on the Environmental Declaration to further global environmental conservation. While prioritizing attention to limited resources and conserving the global environment through corporate activities, we are developing across all group companies an action plan and are working on environmental challenges. In addition, due to frequent occurrences of natural disasters arising from changes in the global environment in recent years, we are working to prepare the work environments of employees and to strengthen our disaster response system.

• Targeting the reduction of greenhouse gases

In 2021, we launched the Environmental Management Promotion Conference, which develops measures for companies to reduce greenhouse gas emissions. We are striving to reduce greenhouse gases by switching company vehicles to electric vehicles, implementing digitalization, and by having executives and staff carry out environmental preservation activities wherever they work, whether in Japan or abroad.

* Reduction value obtained from switching company vehicles to eco cars, social contribution activities, and the digitalization of paper documents
 * For company-owned vehicles, the value was obtained by subtracting the amount of CO2 emitted from company-owned vehicles delivered in FY2022, assuming that all vehicles were gasoline-powered, from the amount of CO2 emitted by the vehicles actually owned by the company.



《Environmental Preservation Initiatives》

Environmental education

• Study sessions by theme

Internal and external experts were invited as lecturers, providing opportunities for executives and employees nationwide in Japan to learn about the environment and to apply these lessons to action.

Participants **1,500** people



▲ Professor Shinichi Takemura of Kyoto University of the Arts giving a seminar on environmental management

• Eco Test

In order to cultivate an attitude aimed at acquiring knowledge and taking action on global environmental conservation as required in our daily activities and work, we developed an original Pasona Group Eco Test. Group employees take this test once a year.

• SONAERU Environmental Committee Information: Self-learning about the environment

SONAERU Environmental Committee Information is published as a vehicle for such contents as communicating environmental conservation activities initiatives and promoting preparedness for frequently occurring natural disasters caused by climate change. This is a source of study contents for employees and expert staff to access whenever they wish so as to learn about environmental issues.

Participants **15,000** people



* The name SONAERU is an abbreviation for the following:

SONAERU: Save Our Nation And the Environment Responsibility of yoU

Protect the Earth's environment and act responsibly for our future.

Mountains & Sea Club

The club creates opportunities for employees and their families to experience coexistence with nature and to carry out environmental preservation activities while enjoying themselves. Club activities extend throughout Japan.

• Tree growing & planting activities



Resource recycling initiatives

Representing our approach to the challenge of creating resource recycling systems, containers used at events that are made using as a raw material sugarcane and vegetable scraps that are discarded by restaurants operated on Awaji Island are composted. This is then composted together with humus at island facilities, producing an original compost that is then reused in vegetable production.

Introduction of eco cars

To reduce greenhouse gas emissions, we are switching company vehicles to hybrid and electric vehicles.

《Work environment initiatives》

Disaster prevention months (March and September)

These disaster prevention months were established so that past disasters would not be forgotten and to keep action at the forefront. They are also intended to promote the understanding of disaster prevention as a personal thing. They also emphasize life-saving escape training for emergencies as an every-day exercise.

- Disaster prevention seminar
- Disaster prevention goods sales event

Earth Day Week and World Cleanup Day

Carried out environmental conservation activities in unison at 70 domestic and international offices in conjunction with Earth Day (April) and World Cleanup Day (September), adopted by the United Nations as days to consider the global environment; in addition, all offices nationwide in Japan conducted the event "Earth Day Night" in which all lights in all offices nationwide were turned off, reducing electricity consumption and fostering awareness.

Participants **1,900** people



Supporting corporate environmental management

For companies aiming to accomplish GX, such as disclosing climate risk and other issues and reducing CO2 emissions, we provide for the visualization of CO2 emissions amounts and support for related work plus environmental training services for employees. In addition, CAPLAN and Epson Sales have partnered to support the promotion of environmental responses at the offices of companies implementing decarbonization.

- 2005**
 - Established the Environment Committee
 - Established the Social Contribution Office
 - Established the Social Contribution Committee
 - Joined Team Minus 6%
 - Eco-printing of social contribution reports
- 2006**
 - Established the Pasona Group Environmental Declaration
 - Started the Eco Run Grand Prix to improve the fuel efficiency of company vehicles
 - Started environmental education through agriculture
 - Started Mt. Tsukuba Climb & Clean
- 2007**
 - Introduced Cool Biz
 - Started the Eco-friendly Cap Collection Drive
 - Started the My Chopsticks, My Cup promotion campaign
- 2009**
 - Established Eco Day as a day to consider eco philosophy
 - Sea Forest Project tree-planting activities
- 2010**
 - Opened Urban Farm based on the theme of "Health, Agriculture, and Eco"
- 2012**
 - Started the Eco Test Certification
 - Test for Environmental Specialists Started Candle Night
- 2018**
 - Participation in the Ministry of the Environment's COOL CHOICE initiative
- 2019**
 - Started activities for preserving undeveloped natural areas in and around urban areas
- 2020**
 - Started the YUNGA Project
 - Launched the Mountains & Sea Club
 - Established the Green Fund
 - Started a contact lens case recycling campaign
- 2021**
 - Environmental Declaration revised
 - Launched the Environmental Management Promotion Conference
 - Endorsed by the TCFD
 - Endorsed by the JCI
- 2022**
 - Established environmental managers at each company
 - Started environmental audits
 - Started company-by-company and individual-by-individual eco action



Together with Society

Our development of culture

We are supporting the realization of a spiritually fulfilling life for people through cultural and artistic activities. Pasona a tempo was launched based on our desire to facilitate people's enjoyment, improve their familiarity with quality musical and theatrical performances, and provide ample opportunities for young musicians to perform. In addition to inviting top-level classical musicians as well as planning and producing musicals and plays, we also help create bonds among people involved with the Pasona Group through music.

Providing spiritual fulfillment through music and the arts

Stradivarius Summit Concerts (May and June)

Since 1993, the Pasona Group has been planning and producing a dream concert, which brings together Berlin Philharmonic Stradivari soloists playing the world's greatest instruments and giving the best ensemble performance.



Pasona Group's Dream Orchestra

Established for the purpose of strengthening the bonds among people involved with the Pasona Group, including employees, registered temporary staff, and clients, through music, the Pasona Group Dream Orchestra is expanding its scope of activities such as by holding regular concerts and making appearances at external events. It also supports music education by using part of its proceeds from concerts and charity donations collected at concert venues.

13th Charity Concert (October)



Vienna New Year's concert with the Japan-Austria Cultural Association (January)



The Open Master class held by Berlin Philharmonic musicians (May)

Performers active in the world's top orchestras were invited to Awaji Island to help in the development of the next generation of musicians and performers. Individually tailored open instruction was provided on performance technique and methods of expression to young musicians selected from general solicitations.



Producing a quality stage

Gypsy, a musical (April)



Performance of a musical masterpiece loved around the world and a recipient of the Tony Award and Laurence Olivier Award

Vildanden ("The Wild Duck"), a play (September)



A famous play by Norwegian playwright Henrik Ibsen
Recipient of the 30th Yomiuri Drama Grand Prize and Excellent Staff Award

Pasona Square charity concerts

Charity concerts are held to which expert staff and residents living near the office are invited. Aspiring young musicians on their way up and Music Mate employees who are engaged in a hybrid career of music and work provide high-quality music. A fundraising campaign to support disaster-affected areas is also conducted. 14 performances annually

International Women's Day Concert (March)



Pink Ribbon Concert (October)



Minami Aoyama Christmas Concert (December)



Turkey/Syria Earthquake Charity Concert (April)



Japan-Austria Cultural Association

Since its establishment in 1985, the Japan-Austria Cultural Association has been promoting various initiatives for implementing cultural and artistic exchanges between Japan and Austria. In 2020, Pasona Group CEO Yasuyuki Nambu became the association's director. Since then, the association has collaborated with the Pasona Group to carry out various social contribution activities involving music and culture.

Pasona Square Art Village Season Gallery

On exhibition are works vigorously composed by Art Village artists according to seasonal themes but without being bound to preconceptions.

Earth Day Project: Group Painting - Life of the Earth (April)



Headquarters moves from Otemachi to Aoyama PASONA SQUARE



As an operational base, PASONA SQUARE, located in Tokyo's Aoyama district, will oversee the future strategy of the Pasona Group and, as a "Center of Excellence," will promote various initiatives in seven fields.

Pasona Group job expo



U.S.-Japan Young Professionals Exchange Seminar



Center of Excellence

JOB HUB The Information Communication Base is a resource for information about new styles of work and employment aimed at achieving a society where all people can be active in vibrant roles while utilizing their talents and abilities.

Regional Transformation Various types of information about Awaji, Tohoku, Kyotango, Okayama, and other regions are collected here, and the group's regional revitalization strategy is emphatically declared and promoted. In collaboration with regional governments nationwide in Japan, we work to enhance regional vitality.

Wellness Life The Information Communication Base proposes to society health management strategies and spiritually fulfilling ways of living and working with the aim of creating lifestyles that are both physically and mentally healthy and spiritually fulfilling.

Global HUB Serving as a hub connecting Japan and the world, Global Hub promotes corporate global strategies and global human resources development.

Art & Culture Getting the word out on the power of culture and the arts to enrich our lives and creating opportunities for musicians and artists to be active while utilizing their talents and abilities

Green Transformation Communicating to society what will constitute environmental management going forward

Incubation Gathering diverse human resources, sparking a chemical reaction that creates new industries

Developing social activists Pasona Shadow Cabinet

In 2007, Pasona Shadow Cabinet was launched as an internal organization in which Pasona Group executives and employees discuss social issues from a social activist perspective and suggest specific measures to society.

"Beyond SDGs" Congress

Executives and employees discuss and implement bills (new business proposals, social proposals, etc.) introduced in alignment with current social issues. Since April 2021, 12 bills from eight ministries have been discussed based on the theme of "Beyond SDGs," resulting in systemization and commercialization.

| | |
|---|---------------------|
| Participants | 5,100 people |
| Number of bills presented up to present | 12 法案 |
| Businesses born out of bills | 7 件 |



Various social proposals and businesses are created out with enthusiastic guidance from the advisory board.

Shadow Cabinet Institute

A human resources development program in which individual employees study social challenges and increase their activity as social activists

Participants **4,300** people

PASONA IXSEED Academy

This program develops "seedling" human resources that will create the future of the Pasona Group. Members are selected from students at the Shadow Cabinet Institute. Workshops are held for exploring the backgrounds of issues involved in social challenges and for finding clues leading to solutions.



Training that uses the metaverse space is also carried out.

In FY2022 Pasona Group companies again enjoyed high ratings from many onlookers.

| | | |
|---|---|--|
| <p>Japan's Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange: Pasona Group certified as a "Health Management Brand" in 2023</p> <p>Pasona Group</p>  | <p>Japan's Ministry of Economy, Trade and Industry and the Japan Health Council: Pasona Group, Pasona, and Benefit One certified as a "White 500 Company Featuring Excellence in Health Management"</p> <p>Pasona Group Pasona Benefit One</p>  | <p>Japan's Ministry of Economy, Trade and Industry and the Japan Health Council: Pasona Panasonic Business Service certified as a "Bright 500 Company Featuring Excellence in Health Management"</p> <p>Pasona Panasonic Business Service</p>  |
| <p>Japan's Ministry of Economy, Trade and Industry and the Japan Health Council: Pasona HS certified as a "Company Featuring Excellence in Health Management"</p> <p>Pasona HS</p>  | <p>Japan Telework Association: Pasona Group received the 23rd Encouragement Prize of the Telework Promotion Awards.</p> <p>Pasona Group</p>  | <p>Japan Sports Agency: Person Group, Benefit One, and Pasona Panasonic Business Service certified as a "Sports Yell Company" in 2023</p> <p>Pasona Group Benefit One Pasona Panasonic Business Service</p>  |
| <p>Nikkei Woman: Pasona Group recognized for the "Best 100 Women-Empowering Companies" with 3rd Place in the "Managerial Positions Category"</p> <p>Pasona Group</p> <p>Level of women's empowerment according to data:</p> <p>Percentage of women executives: 25.0%</p> <p>Percentage of women in management positions: 48.9%</p> <p>Percentage of women employees who return to work after childbirth: ... 100%</p> | <p>Inclusion status in ESG indexes, external evaluations</p> <ul style="list-style-type: none"> • FTSE Blossom Japan Sector Relative Index constituent stocks • S&P/JPX Carbon Efficient Index constituent stocks • Morningstar Japan ex-REIT Gender Diversity Tilt Index constituent stocks <p>Pasona Group</p> | |

Outline

| | | |
|-------------------------------------|--|---|
| Corporate Name | Pasona Group Inc. | |
| Address | PASONA SQUARE Minami Aoyama 3-1-30 Minato-ku, Tokyo 107-8351 Japan | |
| Foundation | 16/Feb/1976 | |
| Paid-in capital | 5 billion yen | |
| Business activities | Expert Service(Temporary staffing), BPO Services (Contracting), HR Consulting, Education & Training, Others Global Sourcing (Overseas), Career Solutions (Placement/Recruiting, Outplacement), Outsourcing, Life Solutions, Regional Revitalization Solutions | |
| Net Sales | 372.6 billion yen (Fiscal year ended May 31, 2023) | |
| Employees | 24,918 (Consolidated, including contract workers) | |
| Group companies | Subsidiaries: 69 Affiliates: 5 | |
| Officers (As of 24, August 2023) | <p>Group CEO Executive Officer and Vice President/Director Executive Officer and Vice President/Director Executive Officer and Vice President/Director Managing Executive Officer & Director Director (Full-time Audit and Supervisory Committee Member) Outside Director(Audit and Supervisory Committee Member)</p> | <p>Yasuyuki Nambu Junko Fukasawa Kinuko Yamamoto Hirotaka Wakamoto Makiya Nambu Kazufumi Nomura Haruo Funabashi Kazuo Furukawa Ryohei Miyata Yutaka Atomi</p> |

* Haruo Funabashi, Furukawa Kazuo, Ryohei Miyata and Yutaka Atomi are Independent Directors, based on the rules of Tokyo Stock Exchange.

(As of 31, May 2023)

Group Companies

HR · BPO Solution

Pasona Inc.
Pasona HS Inc.
Pasona Joinus Inc.
Pasona YBS inc.
Pasona Masters Inc.
Pasona Logicom Inc.
Pasona JOB HUB Inc.
Pasona art now Inc.
Pasona Heartful Inc.
Nagasaki diamond staff Co., Ltd
Pasona Knowledge Partner Inc.
TECHNORESEARCH CO., LTD.
Pasona Intellectual Property Trust Inc.
Pasona HR Solution Inc.
Pasona Force Inc.
Pasona HR HUB Inc.
Benefit One Inc.
Pasona Panasonic Business Service Co., Ltd.
Bewith, Inc.
circlace Inc.
CAPLAN Corporation
Asahi Beer Communications Co., Ltd.
gotop Co., Ltd.
Smart Style Co.,Ltd.
Profelier, Inc.
e-Staffing Co.,Ltd.
National Examination Center Inc.

Global Solution

Pasona N A, Inc.
Benefit One USA, Inc.
PASONA CANADA, INC.
PASONA ASIA CO., LIMITED
Benefit One Shanghai Inc.
Pasona Education Co. Limited
Pasona Human Resources (Shanghai) Co., Ltd.
Pasona Taiwan Co., Ltd.
MGR Consulting Co., Ltd.
Pasona Singapore Pte. Ltd.
BENEFIT ONE INTERNATIONAL PTE. LTD.
Pasona India Private Limited
Pasona Tech Vietnam Co., Ltd.
Pasona Korea Co., Ltd.
PT Pasona HR Indonesia
PT. BENEFIT ONE INDONESIA
PT. Dutagriya Sarana
Pasona Recruitment (Thailand) Co., Ltd.
Pasona HR Consulting & Recruitment (Thailand) Co.,Ltd.
Pasona Oversea Recruitment (Thailand) Co., Ltd.
Benefit One(Thailand) Co., Ltd.
Pasona HR Malaysia Sdn.Bhd.
Agensi Pekerjaan Pasona Sdn. Bhd.

Life Solution

Pasona Foster Inc.
Pasona Life Care Inc.

Regional Solution

Pasona Furusato Incubation Inc.
Pasona Smile Inc.
Pasona Agri-Partners Inc.
Awaji Nature Farm Inc.
Pasona Tohoku Sousei Inc.
Tango Kingdom Brewery Inc.
Nijigenomori Inc.
awajishima resort Inc.
All Japan Tourism Alliance Inc.
Reborn Inc.
Chihou Sousei Inc.
IHATOV TOUHOKU Inc.
Takumi Sousei Inc.