

# Social Activist PASONA 2021

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Toward a Sustainable Society



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\* The data is the actual figures for the fiscal year ending May 2021.

## Message



### ■ Partial transfer of headquarters functions

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In September 2020, Pasona Group announced the partial transfer of headquarters functions to Awaji Island in Hyogo Prefecture, Japan. While closely monitoring the status of COVID-19 cases and the situation in general, we have been transferring 1,200 people in stages, mainly from management departments.

This transfer has three objectives. The first is for strengthening our business continuity plans (BCP) for coping with various business risks, including pandemics such as COVID-19, as well as natural disasters such as earthquakes and floods. The second is to bring many goal-oriented and talented people together in one place so as to induce a synergetic reaction that will create promising new industries. The third is to realize genuinely fulfilling lifestyles and work styles.

### ■ Creating new industries targeting Awaji Island

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Initiatives that began in 2008 by Pasona Group at Awaji Island are now entering their 13th year. The challenge that we have taken on—regional revitalization—comprises the development of people, the creation of jobs, and the creation of culture.

This last spring, under the slogan of "Developing people builds nations," we started the GAP YEAR Program at Value Creation Institute to support recent university graduates that, due to the COVID-19 pandemic, remain unemployed. We are also running the Fresh Career Up Program, which has provided active opportunities for the over 1,000 airline and travel industry employees that, in being forced to stay home, have yet to even attend their workplace since being hired. This program has also successfully created opportunities for musicians, chefs, and others—those put into dire straits by the COVID-19 pandemic—to take on new challenges. Together, we will create promising new industries on Awaji Island, making it a hotspot for gourmet food, culture & the arts, and health.

### ■ Toward achieving a sustainable and genuinely rich society

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Our values are currently undergoing a major transition from material fulfillment to spiritual fulfillment.

Through our efforts on Awaji Island, we are aiming to realize the Smart Life Initiative, which makes it possible for people to pursue "genuinely fulfilled lifestyles and work styles." We will create a society where anyone in good mental and physical health that wants to work, can work, confident in their job, while contemplating a bright future of their own making. This initiative is not limited to Awaji Island but, in partnership with local people and industries, is expanding to the Tohoku region, Kyotango City, and all of Japan.

Serving as a societal solutions company, Pasona Group will maintain its commitment to working with all stakeholders in taking on the challenge of creating a sustainable and genuinely rich society.

  
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.

### 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.





# 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.



## 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

## Creating a society that provides a chance for everyone to use their abilities.

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	<b>240,000</b> people
■ Career consultants working in-house	
First-class career consulting specialists	<b>11</b> people
Second-class career consulting specialists	<b>323</b> people
Nationally certified career consultants	<b>278</b> people
Industry counselor and other related certifications	<b>449</b> 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. In accordance with Japan's "Revisions to the Act on Stabilization of Employment of Elderly Persons," enacted in April 2021, the "Safe Placement & Total Service" program has commenced, and it supports the autonomy and independent career development of working employees, allowing for "Turnover without an unemployment period."

Number of people receiving career support services	<b>55,000</b> people
Career support service offices throughout Japan	All prefectures <b>76</b> bases
People deciding on a path to outplacement or entrepreneurship	<b>12,000</b> people
Percentage of outplacements made within one year	<b>96%</b>

Supporting the maintenance of employment and career advancement during the COVID-19 pandemic

#### Fresh Career Up Program

We are accepting employees forced to stay at home or take time off work due to the COVID-19 pandemic and are creating work opportunities at related facilities deployed by the Pasona Group on Awaji Island.

People accepted

**1,200** people



Providing educational opportunities for honing skills and acquiring practical abilities as a businessperson

Learn while working, in order to create your own career

#### Gap Year Program

Awaji Island

The Gap Year Program supports new graduates that are facing a difficult job environment due to the COVID-19 pandemic. 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

**30** people



April 2021: Pasona Group Initiation Ceremony/Gap Year Program Welcoming Ceremony

## Promoting "workations" and holding multiple jobs

### JOB HUB "Workation"

Pasona JOB HUB

In cooperation with local governments nationwide in Japan, we match local companies with human resources, and we support the development of human resources and the development of new businesses via "workations" and the holding of multiple jobs in local regions. In addition to proposing new values and work styles as a type of "vacation" and by supporting the development of diverse careers for working people, we also contribute to the revitalization of regional economies.

Participating companies	<b>150</b> companies
Participants	<b>2,000</b> people

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

### Komon (Advisor) Service

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	<b>7,000</b> companies
Registrants	<b>8,500</b> people

## Support for Balancing Work, Family, and Nursing Care

### Toward an era of working while raising children

#### Support for balancing work and Child care

Pasona Foster

Pasona Foster operates licensed and certified daycare centers, corporate daycare facilities (at companies and hospitals), public/private after-school clubs, and children's centers, helping to create an environment that allows parents to play an active role at work while balancing childcare.

Daycare facilities/number of children	<b>49</b> facilities <b>1,740</b> children
After-school clubs and children's centers/number of children	<b>40</b> facilities <b>3,900</b> children



■ Pasona Family Day Care

This is a facility for employees and expert staff that want to work while raising children. Family Offices are located at the Tokyo JOB HUB SQUARE and at the Awaji Island facility.

### 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	<b>220</b> companies
Participants in the seminar on balancing work with nursing care	<b>20,000</b> people
Individual nursing care consultations	<b>1,200</b> results
Nursing care offices (in-home care, home-visit care, outpatient care support)	<b>22</b> office

### Housekeeping services

#### "legoto" (home) concierge

Pasona Life Care

Staff with a wealth of experience and expertise offer heartfelt personalized service according to individual needs. This includes housework services for couples who both work full-time and for minding of elderly family members.

Registered staff	<b>3,500</b> people
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We also operate a support business for mothers (with concerns about child raising) that provides support for housework following birth and childcare assistance, and for parents with newborns.

### Housekeeping services

#### "Kurashinity"

Pasona

The Pasona Group invited housekeeping professionals from the Philippines and launched the service in April 2017 in Tokyo and in Kanagawa prefecture areas, which are designated as part of the National Strategic Special Zones. By using the know-how of the legoto (home) concierge, we support women's the further social advancement of women by reducing the burden of homemaker chores.

Staff	<b>50</b> people
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### For small to medium-size companies

#### Childcare and nursing care support 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 planner training sessions	<b>66</b> people
Childcare/nursing care planning support companies	<b>1,307</b> companies

\* FY2020 results of support business for introducing childcare/nursing care support plans for small to medium-size businesses

## Promotion of Women's Activities

Women's activities promotion symposium

### Pasona Women's Expo

(May)

Aimed at company executives and HR managers that want to promote women's activities and at women seeking spiritually fulfilling work styles and lifestyles, an online event was held for considering the optimal form of a society that can enable women to play active roles.



Pasona Group CEO Yasuyuki Nambu took part in the panel discussion, titled "You can design who you want to be."

Support aspiring to both work and raise children

Awaji Island

### Support project for working single parents

In the spring of this year, we launched a project that provides total support for work, housing, and education aimed at single-parent households facing difficult situations in both their employment and daily life. Centered on Awaji Island, this project provides both an environment that lets single parents engage in work with confidence and an environment where they can raise children with less stress in natural surroundings while providing them with a complete education.



Providing total support for work, childcare, and daily life on Awaji Island, Hyogo Prefecture, Japan

### Data on Pasona Group Women's Activities

- Percentage of women in executive Positions ..... **31.4%**
- Percentage of women in management Positions ..... **51.5%**
- Percentage of female employees returning to work after childbirth ..... **100%**
- Percentage of female employees with children ..... **33.6%**

### ■ Highest "Eruboshi" certification

We have received the highest "Eruboshi" certification from Japan's Minister of Health, Labour and Welfare as a company demonstrating particular excellence regarding our status with women's activities.

- September 2017, Pasona Group Inc./Pasona Inc.
- November 2018, Pasona Tech, Inc.
- April 2021, Bewith Inc.



## Senior

Creating opportunities for people to play active roles throughout their lives in the era of the 100-year lifespan.

### Elder Employee System

Life without mandatory retirement! The Pasona Group hires senior human resources aspiring to remain active throughout their lives. This system furthers opportunities to be active by providing work outside the company as an advisor that helps find solutions to corporate management issues.

Employers **100** people



Reunion of the 2nd-year Elder Shine Group, employees that joined after turning 65

### 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

For those middle aged and older (and who possess a high order of expertise and extensive experience), Pasona Masters creates new opportunities in human resources. Making available the selection of work formats that match various lifestyles, the company also provides opportunities for office work in which workers can apply their experience and for work that involves regional revitalization.

Registrants **3,200** people

Masters operators – Average age **66.5** years old

## 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.



Pasona Heartful, where employees with disabilities and the able-bodied work together

Number of disabled employed  
(total of all Pasona Group companies) **560** people

#### • Office work

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



#### • 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



#### • Insourcing/outsourcing

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



#### • Bakery

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



#### • Yume (Dream) Farm

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



#### • 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



## Global

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

This is a global job search and job change event for study-abroad students from other countries and Japanese aspiring to work abroad. Besides Japan, the Job Fair is held in countries throughout Asia, such as Taiwan, Korea, and Vietnam. To accommodate foreign study-abroad students having difficulties in their job search activities due to the COVID-19 pandemic, Job Haku (Expo) ONLINE is held.



Participants **7,000** people



Supporting study-abroad students facing difficult challenges due to overseas travel restrictions

### 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.

Number of exhibiting companies **80** companies

Participants **350** people

### Global human resources career development support Internship program for promoting internationalization

Foreign human resources from emerging nations and territories were accepted for internships at Japanese companies, both supporting work experience for students from emerging nations and promoting the overseas expansion of Japanese companies and intercultural communication.

Applicants **1,625** people

Number held **74** results

\* Ministry of Economy, Trade and Industry FY2020 Internship Program to Promote Internationalization

# Human Resources Development

## Creating the human resources that will be responsible for the next generation

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.

### Business Professionals

#### Pasona Career College Online

Using e-learning, we launched a broad curriculum that includes courses on personal computers, languages, and other skills widely applicable to business, along with dedicated courses useful for improving skills and obtaining certifications. We are also deploying the Career Step Program, an assistance program for making one's career vision a reality.

Participants	<b>28,300</b> people
Courses	<b>600</b> courses



#### DX, AI, RPA human resources Development of IT human resources for coping with environmental change

Pasona Tech, Inc.

In this era of the rapidly evolving IT technologies, we strategically develop expert human resources in response to market needs. We also support skill improvement and career changes for engineers.

Participants in expert programs	<b>700</b> people
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### Next-generation Leaders

#### Development of human resources that will bring about societal change

Pasona Value Creation Institute

Awaji  
Island

The institute develops human resources with ambitions to take on social issues and contribute to society. Based on the themes of regional revitalization, women executive candidate development, and recurrent education, along with aiming to build individual career visions and create new values, the institute provides programs focused on active learning that take on the challenges of new businesses and new fields.

#### Programs

- **GAP YEAR Program**  
Developing young people that will create and support the future of Japan
- **Fresh Career Up Program**  
Protecting the employment of valuable young employees and supporting their career advancement
- **Middles Be Ambitious**  
Supporting the career development of the "employment ice age generation" (lost generation) and single parents
- **Women's Advanced Program**  
Developing women executive candidates that have ambitions to blaze a trail into the future



Yomiuri Shimbun (newspaper)  
Calling for young people with dreams and ambitions to gather at Awaji Island

## Global Leaders

Awaji Island

### Developing social entrepreneurs that herald new innovation Awaji Youth Federation

From 2018

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.

Students (1st-3rd term) **76** students from **39** countries



### Youth platform hosted by FAO YUNGA Japan

Awaji Island

The Awaji Youth Federation officially operates a development program for global human resources that possess the awareness and initiative to achieve the SDGs. Also launched is the YUNGA Ambassador program, which trains university students in Japan to be leaders that act proactively to find solutions to social issues.

Participants **770** people

### 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 **180** people

## Sustainable Human Resources

Awaji Island

### Environmental education through agriculture

Training was held at Awaji Island in Hyogo Prefecture, Japan that lets participants experience the collaborative creation, circulation, and diversity that underlie the SDGs. Participants put into practice circulation-type agriculture that uses the natural ecosystem instead of chemical fertilizers and pesticides. Also carried out were hands-on learning programs for children and students and customized training for various companies.

Participants **2,600** people



From cultivating soil at abandoned farmland and sowing seeds to harvesting, participants can experience the importance of an awareness of collaborative creation and circulation.

### 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.

Participants **80** people

## 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, and YUNGA.



• Angie & Tony  
Teaching children English by daily life experiences and by singing and dancing



• Miracle Labo  
After-school learning that employs the PBL method of joint research with Tokyo Gakugei University

### Nature experience and English education at Awaji Island Awaji Kids Garden

Awaji Island

This education program for young children fosters curiosity and motor development. Exposing children to English from early childhood lets them acquire leadership and develop a true global sense.



• AKGxYUNGA  
World's first certified program  
Jointly developing YUNGA for preschool



# Health Care

## Creating a physically and mentally healthy lifestyle

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.

- Health management support
- Industrial hygiene support
- Wellness support
- Women's health support

Registrants with medical qualifications	<b>37,000</b> people
Employees covered by health support	<b>700,000</b> people
Number of contracted health management services	More than <b>50</b> companies



Health consultations by industrial physicians and public health nurses

### Health Programs for Individuals

Awaji Island

Learning about healthy lifestyles and eating habits  
**Health care program: "Awaji Wellness Camp"**

For those seeking to improve their daily habits, strengthen their immune systems, and otherwise improve their health, we offer a health care program for learning about healthy lifestyles and eating habits.



Vegan food made with fresh vegetables and fermented foods from Awaji Island



Walking in Hyogo Prefectural Awaji Island Park, a park with bountiful nature



Offering programs for learning how to build a healthy body



Courses on learning optimal ways of eating that enhance immunity and knowledge about the body

Pasona Group, Pasona  
Japan's Ministry of Economy, Trade and Industry and the Japan Health Council: Pasona Certified as a "White 500 Company Featuring Excellence in Health Management" in 2021



The Pasona Group was selected as a model company for implementing health management. Based on the health management policies of top management, the company pursues the creation of a healthy environment, training to improve health literacy, and online health support programs. This allows employees to engage vibrantly and healthily in work and to practice social and work life balance.



"Refresh exercises" regularly held during lulls in work



Training gym available, where people can work out in their suits

Benefit One  
Japan's Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange: Pasona certified as a "Health Management Brand" in 2021



Benefit One developed the BeneOne platform, which performs the centralized management of employee personnel data and health information. Based on the analysis results of stress checks, attendance data, and organizational diagnostics, we work to create an environment that allows people to work in good health with ambition and vibrancy.

### Creating health by promoting sports

Initiatives such as group company exchanges, "Pasona Calisthenics" as proposed by employees, and online exercises for between busy tasks were highly evaluated, leading to certification.

Pasona Group, Pasona art now, Pasona, and Panasonic Business Service  
Certified by the Japan Sports Agency as a "Sports Yell Company" in 2021



Pasona Group  
Recipient of Tokyo Sports Promotion Company Certification







# Regional Revitalization

## Creating sustainable new industries in local regions

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.

### Industrial Recovery of the Tohoku Region

The Pasona Group has been promoting a variety of ongoing initiatives, including employment support in affected areas since the 2011 Great East Japan Earthquake in an effort to reconstruct the Tohoku region. Also, in 2015, we established the Tohoku Future Strategy Fund to help develop entrepreneurs who will shape the future of Tohoku.

#### IHATOV TOUHOKU

Established in 2017

Not only will we share the splendor of Tohoku with the whole world, but, as we promote job creation and drive regional revitalization that allows everyone to feel prosperous, we will also focus on the foodstuffs that are the pride of the region.



Lodgings: Hiraizumi Club



KABURAYA Restaurant, offering local foods

#### Visit Tohoku

Established in 2016

Aiming for full recovery from the 2011 disaster, this company was started up with the purpose of promoting tourism from abroad. We also established GM7, a regional trade company based in the town of Marumori-machi and Japan China BHE Communications which specializes in finding solutions for social issues in the Chinese market. Activities are directed toward creating the future of the Tohoku region.



Development of IZAUJIN, a Marumori-machi brand of rice from Miyagi Prefecture



#### Pasona Tohoku Sousei

Established in 2015

Promotes training tourism for developing human resources and business development assistance through practical training in finding solutions for the regional issues of Tohoku



Operating the Kamaishi Jobs and Daily Living Support Center in the city of Kamaishi

### Kyotango Regional Trade Company Business

#### Tango Kingdom Brewery

Local agricultural products and specialties are sold at the "Shoku no Miyako" Tango Kingdom roadside station. Serving as a regional trading company that promotes the appeal of the Tango region, the company also engages in developing sales channels and training human resources.



### Kumenancho, Okayama Prefecture: Regional revitalization project

#### Kamimomi Terraced Rice Paddy Terrace Momian

Together with the regional farm councils, a project to restore the Kamimomi terraced rice paddies and various regional-based activities are being promoted. A café was opened in a renovated old Japanese-style house where customers can enjoy dishes made with local ingredients and a spectacular view.



In response to business outsourcing requests from central government ministries and local governments, the Pasona Group promotes the regional revitalization business throughout Japan, including relocation promotion, employment support, and overseas sales channel development for local specialties. We also propose new businesses that take advantage of regional characteristics such as through food, culture, and history.

**180** regional revitalization project nationwide

- Kotohira-cho, Kagawa Prefecture, Japan: A regional revitalization project

Chiho Sosei, Co., Ltd. promotes regional revitalization by developing vacant stores. Kotohira Stationery Store, a store that sells original stationery, was opened for business.



琴平文具店

## Announcement of the Decentralization of Company HQ and its Relocation to Awaji Island

In addition to natural disasters and pandemic responses, we utilize a business continuity plan (BCP) spanning our entire group aimed at regional revitalization and the creation of new industries. As part of this, we announced the decentralization of the company HQ and its relocation to Awaji Island, Hyogo Prefecture, Japan. The duties of 1,200 people, mainly from management departments, are scheduled to be transferred by FY2023.

### Pasona Family Office

(October)

This facility provides an environment in which employees can commute to work with their children and work in the same space. Also offered to children of the community are a number of programs that nurture their sensibilities, including karate, piano, English, and others.



#### Yumebutai Office

This is a strategic office where ideas are generated in an open-concept space, seeking to realize the Pasona Group future business concept.

## Proposals for New Work Styles Emerging from Awaji Island

### Pasona Workation Hub

(April)

A short way from the cities of Osaka and Kobe, Pasona Workation Hub is situated among an abundance of nature. It provides an environment that realizes various work styles for companies that are introducing "workations" in pursuit of flexible work styles that combine work and time off.



#### The challenge taken up on Awaji Island for work support and human resources development:

Based on the slogan "Developing people builds nations," a variety of work support and human resources development projects are underway in the abundant natural environment of Awaji Island. Programs including the Fresh Career Up Program, which supports the maintenance of employment and career advancement during the COVID-19 pandemic, and the Gap Year Program, which enables unemployed new university graduates to study while working, are carried out here (see page 9 for details). Support is also being carried out for the work and daily life of single mothers through the Single Parent Work Support Project (see page 11 for details).

### Taking on the challenge of regional revitalization through music

#### Music Island

(July)

Putting into practice a hybrid career comprising music activities and work, musicians from throughout the country work toward regional revitalization through music. We provide environments in which musicians that lost opportunities to perform can enjoy secure work while pursuing music activities.



Planning and carrying out concerts, musicals, and other various activities at the facilities on Awaji Island

Partnership between Hyogo Prefecture and Three Cities on Awaji Island

### Launch of the Awaji Pilot HQ Conference (February)

Partnering with Hyogo Prefecture and the three Awaji Island cities of Awaji, Sumoto, and Minami Awaji, we are building a platform that supports the creation of new lifestyles and work styles for companies considering breaking away from concentration in Tokyo by transferring headquarters functions and other operations to regional areas. The platform provides support for office establishment, expansion, and transfer to companies considering the distribution and transfer of headquarters functions and other operations to Awaji Island and the establishment of satellite offices thereof.

Creating various work styles that match well with lifestyles

### Hybrid Work Life Association (October)

The Hybrid Work Life Association works together with local governments and companies that aim for regional revitalization through new work styles that are not tied to certain times or places. It serves as an information resource aimed at promoting hybrid work styles and ways of living, establishes hybrid work bases that use idle facilities throughout the country, and creates jobs through hybrid work.

Supporting cooks and chefs impacted by the COVID-19 pandemic

### Awaji Chef Garden (April)

Awaji Chef Garden assists in new challenges in new fields of activity for the owners and novice chefs of restaurants for which businesses suffered due to circumstances beyond their control in relation to the COVID-19 pandemic. Thirty-six shops have opened.



## Information resource base for regional revitalization

### Nojima Scuola

(Established in 2012)

A closed primary school was renovated to establish Nojima Scuola Cafe in 2012. The cafe has established itself as a place where local residents gather to interact and enjoy nature, art, and delicious food.



The 3rd floor features a BBQ terrace (available for limited-time only) and host cooking and chorus classes that are planned and operated by people from the community.

#### 1F: Nojima Marches/Cafe Scuola



Guests at the cafe can enjoy locally harvested vegetables and special produce, and pet-friendly.

#### 2F: Ristorante Scuola



This is an Italian restaurant envisioned and managed by Masayuki Okuda, an artisan chef specializing in local produce.

## Revamping the prefectural park by collaborating with the magnificent natural landscape

Japan's first interactive animation-themed park was launched on the integrated theme of nature and 2D contents such as manga and anime in the Hyogo Prefectural Awaji Island Park covering an area equivalent to approx. 28 Tokyo Domes.

### Interactive anime park Nijigen no Mori

#### Godzilla Interception Operation Awaji (10月)



TM & © TOHO CO.,LTD.  
The attraction offers visitors a chance to genuinely experience the mighty and power of the world's first "life-size" Godzilla, now appearing on Awaji Island.



#### Crayon Shin-chan Adventure Park

This theme park offers gigantic obstacle courses and other fun attractions for both children and adults.

© Yoshito Utsui/Futabasha Publishers, Shin-Ei Animation, TV Asahi, ADK 1993-2020

#### Dragon Quest Island Xoma Demon King Daimao and Hajimari no Shima (May)



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A field RPG attraction that recreates the world of Dragon Quest.

#### Night Walk Hi no Tori (Phoenix)



©TEZUKA PRODUCTIONS  
The projection mapping spans a total length of 1.2 km, creating a magical atmosphere of the night forest.

#### Ninja-themed attraction area "NARUTO & BORUTO SHINOBI-ZATO"



© Masashi Kishimoto (Scott/Shueisha, TV Tokyo, Pierot)  
The area is based on the worldwide famous ninja-themed anime, NARUTO.

### Luxury glamping facility in Nijigen no Mori "GRAND CHARIOT" 135°

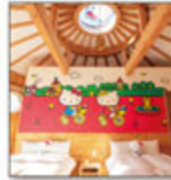
Sitting on the highest point of the park, this facility boasts a prime location allowing guests to enjoy the luminous skyline of Kobe extending across the opposite shore and to stargaze at the Awaji Island's starry skies. The facilities also offer unique creative cuisine prepared with some delicacies of Awaji Island.



Panoramic view of Akashi-Kaikyo Bridge and the skyline of Kobe



Dining terrace overlooking grand nature



A themed room for enjoying the world of anime and its characters

## Promoting Awaji Island worldwide through Hello Kitty character, beloved across generations

### Ocean-themed media art & restaurant HELLO KITTY SMILE

Visitors can experience the ocean-themed world of Hello Kitty through projection mapping and also enjoy authentic Chinese cuisine using seasonal local foods.



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### Theater restaurant offering Hello Kitty shows and dining HELLO KITTY SHOW BOX

The restaurant provides shows featuring singing, dancing, and a musical performance that can be enjoyed by people of all ages as well as wholesome and delicious vegan dishes.



## Turning Awaji Island into an Island of Culture and Art

Theater & social distancing restaurant

### SEIKAIHA

(August)

Based on the theme of performance and feast, SEIKAIHA offers spaces where visitors can enjoy Japanese cuisine and western-style dishes with a Japanese touch while appreciating Japanese culture.



#### •AONOYA



A restaurant with wide personal space and with all tables facing the ocean

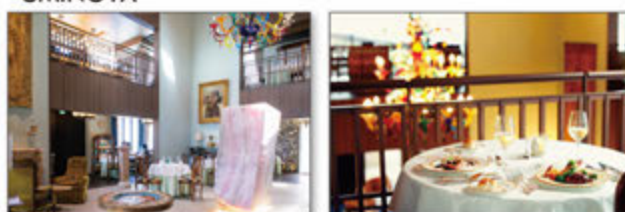
#### •NAMINORITEI



©Noda Naoki

In addition to classical performing arts and world-class classical ballet, we invite directors from famous theater companies and guests to perform original programs featuring Awaji Island.

#### •UMINOYA



A restaurant featuring classic Western cuisine and where guests are surrounded by antique furniture and tableware

#### •KOSHUNOYA



Inishienobishu was awarded first prize and the grand prize in a French competition.

This is a shop and bar where guests can enjoy Inishienobishu, a rare, matured, vintage sake specially selected from sake breweries nationwide. The shop/bar was envisioned and is operated by Takumi-Sosei, Inc., a creator of new market opportunities in the area of Japanese craft goods.

## Restaurants with diverse options to experience some Awaji Island's delicacies

### AUBERGE - La forêt de la Cuisine français (May)

Surrounded by a wonderful natural environment, this restaurant offers the finest in dining while enjoying a relaxing, peaceful time. This auberge is run by an up-and-coming chef that studied at a three-star restaurant in France.



#### Craft Circus



Seaside market & restaurant offering scenery selected as one of the 100 Best Sunsets in Japan

#### miele



Open terrace café with a panoramic view of the ocean and sunset

#### Miele the Garden



Opened as a sister shop where guests can enjoy the Miele's popular menu

#### 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

The Social Contribution Office was established in 2005 defining the Pasona Group's stance on corporate social responsibility. Every year, 40 Social Contribution Committee members are selected from Pasona's network across Japan to serve as activity leaders. The Social Contribution Committee holds semiannual workshops to deliver reports on achievements, share information, and sets new goals.

### Activity circles spreading worldwide

Number of activities        Japan **365** results    Abroad **17** results

Number of people carrying out activities        **11,000** people

#### FY2020 Thank You Fund fundraising

Total donations        **¥ 1,687,288**

Support provided for: 2020 Kyushu floods, Miyagiken-oki Earthquake, the U.S. cold wave, Great East Japan Earthquake Reconstruction, preservation of earthquake disaster remains



Connecting all of Japan, the Social Contribution Activities Report Meeting is held twice a year.

## Topics

### •FY2020 Social Contribution Activities

For FY2020, 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



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



Nationwide in Japan  
March/June/September/December

A volunteer team of 50 experts along with executives and their staff worked together and collaborated with food banks nationwide in Japan to eliminate food imbalance and to reduce environmental impact.

Total contribution: **1,240**kg

#### Sendai City food drive transport supporter



Sendai: Monthly

Participates in the food drives carried out by the city of Sendai; also carries out volunteer transportation that delivers food from city supermarkets to food banks

#### Supporting via organic vegetables! Ping Pong Cafeteria



Osaka: July

Donates to Ping Pong Cafeteria (a children's cafeteria in the city of Osaka) the vegetables from among the organic vegetables produced on Awaji Island that do not pass standards or that are surplus inventory

### 2. Environmental protection



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

#### The 3 Straits Cleanup Grand Operation



Awaji Island: October

Participating in the 3 Straits Cleanup Project; the project represents an initiative to increase momentum for World Heritage registration through beautification activities in the three straits of Naruto, Kitan, and Akashi.

#### Kurashiki Adapt Program



Kurashiki: 4 times a year

Participating in the City Beautification Program organized by the city of Kurashiki since 2010; this initiative, which has run continuously for 10 years, received a letter of appreciation from the mayor of Kurashiki in recognition of its superb effects.

#### Nagoya Higashiyama-no-mori forest:

Activities for preserving undeveloped natural areas in or near urban areas



Nagoya: Monthly

In cooperation with Nagoya Higashiyama-no-morizukuri-no-kai, an NPO engaged in activities to preserve undeveloped natural areas in the city of Nagoya, we perform such tasks as bamboo forest maintenance and grass mowing.

### 3. Local contribution (reconstruction)



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.

#### Hiroshima origami crane project



Hiroshima: August

20,000 origami cranes have been dedicated to the Children's Peace Monument at Peace Memorial Park in Hiroshima Prefecture, Japan. As tourism plummets due to the COVID-19 pandemic, the project is being held throughout the country to express the wish for peace.

#### Charity seminar – The 3/11 disaster area



Tokyo: March

Marking the 10th anniversary of the 2011 Great East Japan Earthquake, Pasona held a seminar in which employees reflect on the reconstruction support initiatives taken to date and on what they can do going forward.

#### Revitalization project for a park damaged by disaster



Kamaishi: March

A park made from natural wood was damaged by heavy rain. Together with children from the community, we are planning a park revitalization project for, among other work, restoring playground equipments.

### 4. Sports & Health



The Pasona Group promotes activities through sporting and other events in various locations to ensure healthy lives for all people.

#### Volunteers managing basketball games



Fukuoka: Year-round

At the home stadium of the Fukuoka professional basketball team, volunteers help out by providing such services as stadium information and guidance and support for the disabled.

#### Blind tennis assistance volunteers



Shizuoka: April

Volunteers support the visually impaired by picking up balls and taking players to the service position. They also provide people a chance to experience blind tennis games in order to promote an understanding of disabilities.

#### Plogging: Picking up litter while jogging



Awaji Island: May

Plogging, a popular activity in Europe that combines environmental preservation with sports, is an activity in which people pick up roadside litter while jogging.

### 5. Diversity



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

#### Tsukinowagakuin Library Foundation Project



Osaka: December

To create a library for the Social Welfare Corporation Tsukinowagakuin, a residential facility for special needs children, we called for donations from employees, staff, and client companies, receiving about 1,000 books that had been gathering dust at home.

#### Delivering handmade Christmas cards!



Tokyo: December

To bring Christmas cheer to the workers and users of welfare facilities for the disabled and senior care facilities located in the Chiyoda Ward of Tokyo, we created and delivered original, handmade cards to them.

#### Delivering box lunches to orphanages



Indonesia: February/April

We conducted a project that delivers hot box lunches to orphanages near our office that have suffered a drastic loss in assistance due to the COVID-19 pandemic.

### 6. Fund-raising activities



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.

#### Disaster assistance for central Vietnam



Vietnam: December

We carried out fundraising activities for sending relief supplies to people that suffered damage from large-scale floods that ravaged central Vietnam.

#### Educational support for children



Thailand: January

In order to help support education for the children of poor families, we collected and donated used stationery that they could reuse. We also raised money for buying notebooks, pens, and other items.

#### 2020 Kyushu floods - Fundraising for contributions to disaster relief



Nationwide: July

We performed fundraising activities at our offices nationwide to provide donations to Kumamoto Prefecture, Japan, so as to help mitigate the devastation caused by the 2020 Kyushu floods.

## Social Contribution Activities during the COVID-19 Pandemic

The ongoing COVID-19 pandemic has induced tremendous changes to our surrounding environment and way of life. Because of the pandemic, it is more important than ever for us to pursue activities nationwide in Japan aimed at creating a society where everyone can coexist while listening to the needs of the community.

### Topics

#### For single-parent families

##### Online jobs seminars

We hold online seminars both for the residents of mother-and-child living support facilities who were forced to leave their jobs and have concerns about job interviews, and for staff. We contribute to developing opportunities for confidently taking on a new stage in life with confidence through such course offerings as First Impressions & Enhancing Motivation, given by our employee, a former Miss International, and Strategies for Direct and Online Interviews, taught by a nationally certified career counselor.



##### Recipient of the 6th Corporate Volunteer Award Grand Prize

In recognition of how we utilized company resources and the volunteerism of employees to meet facility needs, we received the Grand Prize.  
(Organizer: Tokyo Council of Social Welfare, Tokyo Voluntary Action Center)

#### For children

##### Bringing Smiles to Children with Picture Books Project (nationwide in Japan)

Out of our desire to increase opportunities for children to experience picture books during this time of great change to school and home life, we called on employees and staff throughout the country to make contributions that we then donated to regional children's facilities.

##### Azumino City: Volunteering to disinfect elementary and secondary schools (Nagano)

In response to a shortage of volunteers for disinfecting (for COVID-19) elementary and secondary schools in the city of Azumino, employees of Pasona Matsumoto perform monthly volunteer activities.

##### Donating paper diapers for infants at monasteries (Hiroshima)

To help facilities suffering a loss of support, we carry out fundraising activities for donating paper diapers to infants at homes where such supplies are greatly needed.



#### For seniors

##### Summer presents for senior care facilities (nationwide in Japan)

We produce and donate handicrafts that provide a sense of doing summer activities, as residents are restricted from going out and seasonal activities have been drastically cut.

##### Live charity event and video letter donations (Osaka)

People are refraining from visiting seniors' facilities, so volunteer employees hold live, spectator-less events for seniors residing therein. Musical video letters are created and delivered.



### Column

#### Aiming for activities rooted in local communities

Participating in the regional revitalization projects of local governments, the Pasona Group aims to work together with regional organizations, students, and other companies to create sustainable regions.

##### Shiga-no-Furusato Mutual Support Project (Shiga Prefecture)

We participate in the Shiga-no-Furusato Mutual Support Project, an initiative carried out by Shiga Prefecture, Japan, in collaboration with regions in the low uplands, companies, universities, and regional organizations to accomplish regional revitalization. This year, the project is pursuing urban development that will enabling everyone to harmonize life together, including such activities as volunteer rice planting and reaping in the Hashiri area of Ritto City.



##### Tokushima Rural District Furusato Support Corps

We participate in the Rural District Furusato Support Corps carried out by Tokushima Prefecture, Japan. As part of our regional collaborative activities, we work with regional organizations, students, and companies to conduct activities for protecting a rich Tokushima. These include Hassaku orange harvesting, shitake mushroom inoculation, grass mowing, and other tasks in Mima-cho in Anabuki City, which has a shortage of volunteers.



## ■ Main regional contribution activities in FY2020

拠点名	活動名	実施月
<b>Nationwide in Japan</b>		
	Bringing Smiles to Children with Picture Books Project	July 2020
	Summer Presents for Senior Care Facilities	July 2020
	2020 Kyushu Floods - Fundraising for Disaster Relief Contributions	August 2020
	Interactive Urban Development Project (Flower Bed Care and Management)	September 2020
	Contributing to Tree-planting By Picking Up Acorns Project	November 2020
	Collecting Up New Year's Cards Discarded for Mistakes	January 2021
	Bringing Happiness Through the Kusudama Project	March 2021
	Lucky Star Origami Crane that Delivers Positive Energy	March 2021
	Donating Disaster Prevention and Sanitation Supplies for International Students	March 2021
	Call Out for Tohoku Support Fundraising	March 2021
	Earth Day Cleaning Activities Carried Out All Together Nationwide	April 2021
	Thank You Week Fundraising Activities	Four times annually
	Food Drive Activities	Four times annually
	Contact Lens Case Recycling Activities	Year-round
	CHEER UP CLUB	Year-round
	Eco-Friendly Cap Collection	Year-round
<b>Hokkaido, Tohoku</b>		
Sepporo	Sphagnum Moss Adoption Project	June 2020
	Ishikari-nama Sweetbrier Revitalization Project	July 2020
	Yoichi Education and Welfare Village: Aconia Harvest Support Volunteer	September 2020
	Ring-pull de Wheelchair! Ring-pull collection activity	October 2020
	Coordination training to improve physical fitness	December 2020
	Health promotion activities using finger yoga that anyone can easily do	December 2020
	Supporting regional restaurants through local production for local consumption	December 2020
	Useful for eco life and in disasters! Furoshiki (wrapping cloth) class	December 2020
	Making more children smile! Fun craft workshop for parents and children	December 2020
	Living to the fullest! Support for year-end cleaning	December 2020
	Experiencing the online workplace	February 2021
	Participation in a charity run event for healthcare workers	February 2021
	Living to the fullest! Kobuta Project	March 2021
	Giving Picture Books to Children!	May 2021
Sendai	International Student Support Activities During the COVID-19 Epidemic	July 2020
	Toy Reuse Project	August 2020
	Picture Book Donation Project	September 2020
	Sendai City Tree Planting Society & Green Keeping Activities	October 2020
	Food for Single Parents and Poor Families! Support for Children's Cafeterias	January 2021
	Meeting for Sharing Community Issues - Creating art with unused items	February 2021
	Exchange Meetup for International Students to Build Community	February 2021
	Support for Operation of Children's Cafeterias	February 2021
	Tokyo 2020 NIPPON Festival	May 2021
	Donation of Anti-COVID-19 and Sanitation Supply	March, May 2021
	Fukanuma Beach Cleanup	Monthly
	Sendai City Food Drive Transportation Supporter	Monthly
Kamaishi	Snow Removal & Shoveling for Elderly Households	January 2021
	Restoration Work for Children's Playgrounds after the Fukushima Earthquake	February 2021
	3P-Amenity of the Lake - Light is the Key to the Repair of the Damaged to Regain Resonance	March 2021
	Holding Events in Parks for Children	March, May 2021
	Composting Verification Experiment at a Shopping Arcade	March, May 2021
Koriyama	Volunteer Running of the Hayamako Children's Storytelling Show	February 2021
	The Koriyama Society for Learning through Cleaning - Early Morning Street Cleaning	April 2021
Fukushima	Hanami-yama Hospitality Project	March 2021
<b>Hokuriku</b>		
Niigata	Donation of Toys to Anjiki Children's Center	October 2020
	Donation of Anti-COVID-19 Consumables to Intensive-care Homes for the Elderly	April 2021
	Donation of picture books to children's welfare facilities	May 2021
Toyama	Azalea Sapling Donation in Toyama & Niigata	December 2020
	Green Bird Toyama and Cleanup Activities	April 2021
Kanazawa	Protect the Forest! Green Fundraising for Greenery	July 2020
	Food Pantry Operation Volunteer	January 2021
	Donation of Picture Books to the Kyoseijuku Children's Home	February 2021
	Volunteering to Transplant Seedlings in Flower Beds at Kanazawa Station	March 2021
Fukui	Echizen City - Volunteering at Everyone's Cafeteria	May 2021
Nagano	Donation of Children's Clothing from Employees' Homes	December 2020, January 2021
	Volunteering at Shinshu Children's Cafeteria	December 2020
	Joint Cleanup Activities with Other Companies	April 2021
	Zenki-ji Temple Cleanup	April 2021
	Volunteering in Food Bank Distribution of Rice to University Students	May 2021
Matsumoto	Hottaru-doyo Park Environmental Maintenance Activities	September 2020
	Volunteering to Prepare Box Lunches for Shinshu Children's Cafeteria	November 2020
	Volunteering in the Delivery of Relief Supplies and in Food Cooking & Serving	February 2021
	Azumi City Elementary and Junior High School Cleanup and Disinfection Activities	Monthly
<b>Kanto</b>		
Saitama	Toda City Primrose Day Care Project	August 2020
	Soccer class for Children in Day Care	May 2021
Chiba	Yume Farm Rice Farming Experience Society	May 2021
Tokyo	Collection and Donation of Daily Necessities and Clothing	June 2020
	Chiyoda Single-parent Family Support Box Project	August, December 2020
	Takao Kobotoke Tree Growing & Planting Festival	September 2020
	Dream Orchestra Charity Concert Fundraising Activity	October 2020
	Pink Ribbon Night Concert Fundraising Activity	October 2020
	Mother-and-Child Living Support Facility - Single-Parent Support Seminar	October 2020
	Christmas Charity Concert	December 2020
	Delivering Handmade Christmas Cards!	December 2020
	Running of YUNGA Seminar	January 2021
	Tohoku Support Sales Event	March 2021
	Delivering Handmade Masks to Infant Homes!	March 2021
	Children's Food Protection Project	March 2021
	Volunteering to Help Seniors Shop	March 2021
	Disaster Prevention Seminar and Disaster Prevention Goods Sales Event	March 2021
	Delivering Cherry Blossom Wreaths and Photo Books to Senior Care Facilities!	March 2021
	Charity Seminar - The 3/11 Disaster Area in March 2021	March 2021
	Sharing Box	March 2021
	Mask Donation Activities	April 2021
	Charity Fundraising Activity: Spring Concert	April 2021
	Sotobori Street Flower Bed Maintenance Activity	Year-round
Kawasaki	Volunteering in Tama River Cleanup	January 2021
Fujisawa	Kugenuma Beach Cleanup	April 2021

拠点名	活動名	実施月
<b>Tokai</b>		
Sakae	Sakae Marugoto Inspirational Space Project - Cleanup Activities	March 2021
Toyota	Volunteering in Management of Toyota Flowerbeds	February 2021
Nagoya	Nagai-Higashiyama-forest: Abilities to Preserve Undeveloped Natural Area in and Around Urban Area	July, August, September 2020
	Cleanup Activities Around Meeki Sakura-dori and Sakae Base Area	Monthly
	Cleanup around the Hisaya-odori Garden Flower Flower Beds	October 2020
	Volunteer in Food Bank Packaging	May 2021
Numazu	Numazu Sunflower Project	August 2020
	Holding of Workshop for Dementia Patient Helpers	February 2021
	Volunteering in Creating Children's Places	May 2021
Shizuoka	Morishita Park Cleanup Activities	December 2020
	Volunteering in Flower Maintenance	April 2021
	Volunteering in Blind Tennis Assistance	April 2021
Hamamatsu	Beautifying the Streets of Hamamatsu! Community Cleanup Activities	March 2021
<b>Kansai</b>		
Osaka	Spectatorless Online Charity Live Program	July 2020
	Supporting with Organic Vegetables! Ping Pong Cafeteria	July 2020
	Donating Insect Repellent Goods to Ping Pong Cafeteria	September 2020
	Tsukinowagakui Library Foundation Project	September 2020
	Donation of Masks to Single-parent Families	September 2020
	Meditation Program for Staff And Employees	September 2020
	Osaka Clean UP - Cleanup Carried Out All Together	December 2020
	Mino Mountain National Forest Preservation Project	February, March 2021
	Giant Stag Beetle Habitat Forests Preservation Project	April 2021
	Second Life for Old Clothes	May 2021
Kyoto	Donations to Yumeasu Kyoto City Single-parent Family Support Center	July 2020
	Donations to Kagome Foods & Single-parent Family Support Center	January 2021
	Business Etiquette Class at Single-parent Family Support Center	February 2021
Shiga	Volunteer at Shiga Hashiri Area Terraced Rice Paddies	June 2020
	Shiga Furusato Mutual Support Project Seminar	February 2021
Awaji Island	Osao Coast Cleanup	July 2020
	Awaji Island - World Cleanup Day	September 2020
	Three Straits Cleanup Grand Operation	October 2020
	Meie Vicinity Coast Cleanup	October 2020, March 2021
	Awaji Island Higashiyama Coast Cleanup	January 2021
	"YURU-KURU" - Your Used Clothes Helping Others Out	February 2021
	Paper Recycling Activities	March 2021
	Blood Donation Promotion Activities	March 2021
	Volunteering in Awaji Yumetsubi Relay Marathon	April 2021
	HELLO KITTY SMILE Coast Cleanup	April 2021
	Plogging - Picking Up Litter While Jogging	May 2021
	Supporting Operations of the Awaji City Five Great Festivals	May 2021
<b>Chugoku and Shikoku</b>		
Okayama	Cleanup Activities at All Pasona Offices in Okayama	January 2021
	Donation for Mutual Aid Pantry Educational Fund and Supplies	March 2021
	Water Quality Improvement Activities Using Used Body Warmers	April 2021
Kurashiki	Kurashiki Adapt Program	October 2020
Hiroshima	Hiroshima Shudo Social Welfare Corporation: Donating Paper Diapers for Infants	July 2020
	Hiroshima Origami Crane Project	July 2020
	Volunteering in the Operation of Bowling Tournament for Special Needs Children	February 2021
	Preparatory Cleanup Activities for Flower Festival	April 2021
Fukuyama	Making and Donating Take-home Bags for Food Drives	May 2021
Takamatsu	Cleanup Carried Out All Together at Support Takamatsu, Chuo-dori, and Other Areas	January, March, April, May 2021
	The Kids' Diner (Innovative) Food Donation	February 2021
	Volunteering at the Tokyo 2020 Kagawa Prefecture Torch Relay	April 2021
Tokushima	Volunteering in the Harvest of Hassaku Oranges	December 2020
	Katsuura Hina Doll Preservation Activities	January 2021
	Shitake Mushroom Inoculation Work in Umaji Area	March 2021
Matsuyama	Volunteering in the Harvest of Mandarin Oranges	December 2020
<b>Kyushu</b>		
Kitakyushu	Kitakyushu Cleanup Volunteer	December 2020
	Donation of Vegetables for Single-parent Families	January, February 2021
	Child-raising Support Activities	April 2021
Kumamoto	Aso Jacob's Ladder Preservation Activities	October 2020
	Cleanup Activities in Areas Around Branch Offices	December 2020
Nagasaki	Nagasaki Settlement Cleanup 2020	June 2020
	Cleanup Volunteer	December 2020
	Volunteering in Distributing Food to Single-parent Families	February, April 2021
Fukuoka	Organic Farmers & Children's Cafeteria	September 2020
	Volunteering in Professional Basketball Operations	Osaka, Daimon 202, February, April 2021
	Spring Gifts for Nursing Homes	March 2021
	Experience Wheelchair Basketball	April 2021
Myazaki	Hanamichi Project volunteer	December 2020
	Delivering Presents to Nursing Homes	February 2021
	Tsunami Evacuation Route Cleanup Activities	March 2021
Naha	Christmas Gift Donations	December 2020
	Cleanup Activities in Areas Around Offices	January 2021
Across Kyushu	Halloween Food Drive Activity	October 2020
	Senior Care Facilities - Winter Gifts	November 2020
	Old Clothes de Vaccine	December 2020
	Tableware Reuse Activities	March 2021
<b>International</b>		
United States	Donation Activities for Red Cross Holiday Hustle Virtual 5K	November 2020
	Volunteering in Japanese Language and Culture Activities for Foreign University Students	December 2020
	Donations to COVID-19 LA County Response Fund	February 2021
	Support for the Great Texas Cold Wave	March 2021
	Diversity & Inclusion Online Seminar	March 2021
Indonesia	Delivering Box Lunches to Orphanages	February 2021
	Cleanup activities at Mosques and Elementary Schools	April 2021
Singapore	Online Lectures for Aomori High School	January 2021
	Sharing Things with Those in Need - Donation of Daily Necessities	February 2021
Thailand	6th Career-building with Pasona	December 2020
	Support Children Education	January 2021
	Blood Donation Activities	March 2021
Taiwan	The Pasona Cup Employment Training Program	December 2020
	Donation of Goods to the Disabled and to Poor Families	March 2021
Vietnam	Disaster Support for Central Vietnam	December 2020, January 2021
	Fundraising Activities for Orphanages	February 2021

# Together with Society

## Environmental initiatives

In 2005, when the government-led Team Minus 6% Project was launched, the Pasona Group established the Environment Committee, for which members are mainly executives from group companies. Since then, the committee has not only been providing environmental education to executives and staff—it has been working to create opportunities for each person to act as a social activist, all for the purpose of providing a healthy and beautiful Earth environment to the next generation. In recent years, the increasing frequency of natural disasters brought about by changes in the world's environment has led the committee to also direct efforts toward preparing employee work environments and reinforcing disaster prevention systems.

### Environmental Preservation Initiatives

#### Targeting the reduction of greenhouse gases

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.

CO2 reduction  
**121.17** t/year

#### Introduction of eco cars (from 2014)

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



#### Participation in the Ministry of the Environment's COOL CHOICE initiative (from 2017)

We participate in citizen movements in which the goal is to create an energy-saving and low-carbon society that achieves the 2030 26% greenhouse gas reduction target (compared to 2013). The entire Pasona Group is reducing the power consumption of lights, heater/air conditioners, electrical devices, and other electricity-consuming equipment.



#### Composting on Awaji Island (from 2020)

We are composting vegetable scraps and leftover food disposed of by restaurants on Awaji Island. Challenge Farm is leading the way by taking on the challenge of creating resource circulation systems through such means as the reuse of compost in the cultivation of vegetables on the island.



#### Paper reduction through digitalization (from 2017)

Regarding the Social Contribution Committee and the Environment Committee, we are reducing the use of paper resources across the group by using (and substituting for, in place of management employee notebooks, etc.) digitalized contracts and paper resources while promoting the use of tablets during executive conferences and other meetings.

Reduction in employee notebooks **10,000** notebooks/year

<p><b>2005</b></p> <ul style="list-style-type: none"> <li>● Established the Environment Committee</li> <li>● Established the Social Contribution Office</li> <li>● Established the Social Contribution Committee</li> <li>● Joined Team Minus 6%</li> <li>● Eco-printing of social contribution reports</li> </ul>	<p><b>2006</b></p> <ul style="list-style-type: none"> <li>● Started the Eco Run Grand Prix to improve the fuel efficiency of company vehicles</li> <li>● Started environmental education through agriculture</li> <li>● Started Mt. Tsukuba Climb &amp; Clean</li> </ul>	<p><b>2007</b></p> <ul style="list-style-type: none"> <li>● Introduced Cool Biz</li> <li>● Started the Eco-friendly Cap Collection Drive</li> <li>● Started the My Chopsticks, My Cup promotion campaign</li> </ul>	<p><b>2009</b></p> <ul style="list-style-type: none"> <li>● Established Eco Day as a day to consider eco philosophy</li> <li>● Sea Forest Project tree-planting activities</li> <li>● Opened Urban Farm based on the theme of "Health, Agriculture, and Eco"</li> </ul>
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## Mountains & Sea Club - Environmental preservation by experiencing nature (from 2020)

With about 60 volunteer members leading, 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.

### •Interactive Urban Development Project (Flower Bed Care and Management)

With the aim of creating a beautiful city full of flowers and greenery, we manage flower beds, flowers, and plants, and we carry out cleanup activities.



### •Beach cleanup activities

We partner with regional organizations to carry out coastal cleaning with the goal of preserving the beautiful beaches of each region and to contribute to solving the problem of ocean plastic pollution.



### •Tree growing & planting activities

We participate in activities for creating "Furusato-no-mori," a type of forestation project that helps create stable woodlands that contribute to disaster prevention and environmental preservation and that are rich in biodiversity.



## Contact Lens Case Recycling Campaign (from 2020)

We participate in the Eyecity Eco Project, an activity that recycles throw-away contact lens cases, made of polypropylene—a material highly suited for recycling. To reduce CO2 emissions, campaign activities are promoted by setting up collection boxes throughout the country and by calling on employees and staff to participate.

## Earth Day Week cleanup activities (from 2008)

Earth Day Week was established as the week starting from Earth Day on April 22, an initiative adopted by the UN as a day to consider the Earth's environment. A total of 63 offices across the nation all together carry out regional cleaning activities.

Participants

**630名**



## Project for Contributing to Tree-planting By Picking Up Acorns (from 2009)

We contribute to organizations that pick up and collect acorns and that plant trees throughout the country. Planting acorn trees, which have a high water retention capacity, contributes to the greening of forests and to disaster prevention.

Number of acorns **78,372 pieces** ▶ Contributing to the planting of **783 oak trees**

## Eco-friendly Cap Collection Drive (from 2007)

Throughout Japan, we work together with Pasona Group employees, expert staff, and client companies to carry out the Eco-friendly Cap Collection Drive. These caps are recycled to reduce CO2 and are exchanged for the polio vaccine.

Number collected **221,210 pieces**

Number of polio vaccine doses exchanged For **257 people**

CO2 reduction amount **1,621 kg**

## Green Fund – Fundraising to protect and nurture greenery (from 2020)

Together with conservation activities across the country, we have established a support fund to support regional groups and other organizations conducting activities aimed at preserving the environment and protecting plant life, in order to ensure a sustainable global environment and abundant greenery.

### Recipients of donations

- Hokkaido: Sweetbrier Revitalization Project
  - Fukushima Prefecture: Japanese Cypripedium Orchid Society - Protecting endangered species
  - Ishikawa Prefecture: Greening Promotion Committee - Forest preservation activities
  - Osaka Prefecture: Mt. Mikusa preservation activities
  - Kumamoto Prefecture: Endangered Jacob's Ladder preservation activities
- And others

2012

- Started the Eco Test Certification Test for Environmental Specialists
- Started Candle Night

2017

- Converted the employee notebook system into an app
- Participation in the Ministry of the Environment's COOL CHOICE initiative

2019

- Started activities for preserving undeveloped natural areas in and around urban areas
- Established the Pasona Way Committee Social Activist Team
- Management of the Social Contribution Committee & Environment Committee

2020

- Started the YUNGA Project
- Launched the Mountains & Sea Club
- Established the Green Fund
- Started a contact lens case recycling campaign

## Eco Test (from 2012)

Eco Test is conducted once a year for Pasona Group employees in order to foster an attitude directed toward acquiring the knowledge of the global environmental conservation needed for daily life and work and for taking appropriate action.

\* In recognition of the high quality of our employee environmental education, Eco Test received an A rank in its ESG evaluation.

## Stay Home COOLBIZ Campaign (from 2020)

The COVID-19 pandemic has resulted in increased household power consumption as people refrain from going out and work remotely. We therefore instituted the Stay Home COOLBIZ Campaign, an initiative comprising environmental preservation and eco activities that households can engage in. We solicited eco ideas for passing time comfortably at home and shared them across the company.



## Initiatives for Work Environments

### Disaster Prevention Education & Information Dissemination

- Publishing of SONAERU (Be Prepared)
- Disaster Prevention Week 2021

## Basic Life-saving Lecture (from 2018)

Participants practice cardiopulmonary resuscitation, AED use, and first aid for injuries with the aim of fostering disaster prevention awareness and acquiring correct knowledge for use in an emergency. In recognizing its constant promotion of emergency services, Pasona received a commendation from the Marunouchi Fire Department. (Pasona Group, Pasona Foster)

Total number of participants

Total **480** people



Classes are held periodically at the company.



## Sun Day: My Green Declaration (from 2020)

We solicit My Green Declarations, which are energy reduction actions that encourage employees to think and take action on ways in which we should carefully use energy. We shared 220 such action declarations across the company.

## YUNGA Project (from 2020)

This project is carried out in cooperation with YUNGA Japan and provides employees and expert staff a place to study environmental issues and creates opportunities for each person to take action toward achieving the SDGs. As an initiative for raising awareness of environmental issues, participation certificates are issued to those that have completed the program.



Awaji Island West Coast beach cleanup activities

## Connecting with Marchais (from 2020)

Organic vegetables grown by Pasona Heartful's Yume Farm are sold in an effort to enhance people's immune systems during the COVID-19 pandemic via a safe & worry-free diet. This initiative makes information related to food and disaster prevention available and creates a place where people involved with the Pasona Group can gather and make connections.



## The Power of Food seminar (from 2020)

As a step toward realizing a fulfilling society where people have good physical and mental health, we invited Shaw Watanabe, a doctor of medicine, to deliver information nationally in Japan on confidence in food and food safety.



This seminar is delivered in an online hybrid format based on the theme of "A healthy mind and body are found in food."

# 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

(from 1988)

#### ■Pasona Group's Dream Orchestra (from 2008)

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.



#### ●12th Holding of the Charity Concert (October)

The Charity Concert was held with stringent infection control measures in effect for performers and the audience.

#### ■Planning and producing high-quality stage performances



#### ●My Immortal Beloved – A letter from Beethoven (December)

A story born in Japan, this play was created by Tamiya Kuriyama, one of Japan's leading directors, to celebrate the 250th anniversary of Beethoven's birth.  
\* Winner of the 2020 Musical Award



#### ●OSLO (February)

This was the first performance in Japan of the play sensation that swept awards in the American theater world, including the coveted Tony Award. It has been performed at New National Theatre in Tokyo and in Hyogo Prefecture, Fukuoka Prefecture, and Aichi Prefecture.

#### ■JOB HUB SQUARE Charity Concert

We plan concerts to show our appreciation for our expert staff, who have been working through the COVID-19 pandemic. To avoid crowded conditions, the number of seats was reduced, and anti-infection measures were fully prepared and implemented. The concerts are also broadcast online so that those working across the country and those teleworking can enjoy the performances.

Number of concerts per year: 27



#### ●Immersed in the gentle flute (July)



#### ●Street Corner Machiko Theremin concert (September)



#### ●Story, Music, & Drums concert (September)



#### ●Cello & Piano – The Weaving of Sounds in Tenderness (October)



#### ●Spring Concert (April)



#### ●Christmas Concert (December)

## 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 make proposals and vote on bills introduced in alignment with current social issues (e.g., new business proposals, social proposals). Since April 2021, lively discussions have been held every month based on the Beyond SDGs theme.

### Shadow Cabinet Institute

The Shadow Cabinet Institute holds online courses that enable employees to, as social activists, enhance their awareness of social issues and strengthen their competency in making proposals. Experts from outside the company are invited to lecture, giving students opportunities to gain specialist knowledge and insights in both lecture and discussion format and to become cultured social activists with proposal-making abilities.



Pasona Group CEO Yasuyuki Nambu attends each Shadow Cabinet congressional meeting and engages in hot debates with employees.



Held both face-to-face and in an online hybrid format that allows nine offices, including the Tokyo venue and overseas, and those working from home, to participate.



1st Lecture at the Shadow Cabinet Institute  
From left: Heizo Takenaka (Pasona Group chairman/director), Naohiro Yashiro (Cabinet Office Regulatory Reform Promotion Council member)

## Group Companies

### HR・BPO Solution

Pasona Inc.  
Pasona Tech, Inc.  
Pasona HS Inc.  
Pasona Yaskawa Business Staff 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.  
Pasona Intellectual Property Trust Inc.  
Pasona HR Solution Inc.  
Pasona Value Creation Institute Inc.  
Pasona Force 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 Overseas (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.  
Pasona Tohoku Sousei Inc.  
Tango Kingdom Brewery Inc.  
Nijigenomori Inc.  
awajishima resort Inc.  
Chihou Sousei Inc.  
Visit Tohoku Inc.  
IHATOV TOUHOKU Inc.  
Takumi Sousei Inc.  
GM7 Inc.  
Japan China BHE Communications Inc.

# Outline

Corporate Name	Pasona Group Inc.	
Pasona Group Headquarters	JOB HUB SQUARE Otemachi 2-6-2 Chiyoda-ku, Tokyo 100-8228 Japan	
Foundation	February 16, 1976	
Establishment	December 3, 2007	
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	334.5 billion yen (Fiscal year ended May 31, 2021)	
Employees	21,789 (Consolidated, including contract workers)	
Group companies	Subsidiaries: 62 Affiliates: 10	
Officers (As of 1 September, 2021)	Group CEO Chairman/Director Executive Officer and Vice President/Director Executive Officer and Vice President/Director Executive Officer and Vice President/Director Director (Full-time Audit and Supervisory Committee Member) Outside Director (Audit and Supervisory Committee Member) Outside Director (Audit and Supervisory Committee Member) Outside Director (Audit and Supervisory Committee Member)	Yasuyuki Nambu Heizo Takenaka Junko Fukasawa Kinuko Yamamoto Hirotaka Wakamoto Kazufumi Nomura Haruo Funabashi Kazuo Furukawa Ryohei Miyata
	* Haruo Funabashi, Furukawa Kazuo and Ryohei Miyata are Independent Directors, based on the rules of Tokyo Stock Exchange.	



Keiko Daigo [ Fish in the summer sea ]

The picture was painted by artists with disabilities at Art-Mura which is run by Pasona group. Based on the concept of "Talent Knows no Handicap". We are aiming to create a society where anyone can play an active role.

