
















Materiality	Description of materiality	Opportunities for dip	Risks for dip	Social value	Relevant Sustainable Development Goals (SDGs)
 <p>Creation of diverse employment opportunities Elimination of employment mismatch</p>	<p>Creating a diverse workforce and a variety of work styles by means of AI and other technologies, we will increase the mobility of human resources while eliminating mismatches in hiring. In this way, we will allow each individual to demonstrate their strengths to the fullest and enjoy better working conditions, thus increasing the number of employees who experience the joy and happiness of work.</p>	<ul style="list-style-type: none"> • An increase in the labor force participation rate (by helping create new occupations and job types, diversify work styles, etc.) • Improvement of matching • Career development and skill building by workers • Expansion of safety nets for workers • Creation of new services 	<ul style="list-style-type: none"> • Greater risks associated with data management owing to enormous amounts of personal information being gathered • Disruption of the existing business models 	<ul style="list-style-type: none"> • Increase options for jobs, workstyles, and career and expand employment opportunities for diverse people • Increase in the number of workers who demonstrate their abilities at work, work with a sense of fulfillment and high levels of happiness 	 
 <p>Improvement of human resources and economic productivity Creation of rewarding workplaces</p>	<p>Utilizing technology to increase the engagement and skills of hired personnel and raise their productivity and capacity for innovation, we will help companies increase their profitability, improve the compensation of their workers, and create a workplace that is full of job satisfaction.</p>	<ul style="list-style-type: none"> • Acceleration of companies' efforts to raise economic productivity • Increased need to improve compensation and working conditions for workers and ensure occupational health and safety • Increased job satisfaction thanks to AI and robotics 	<ul style="list-style-type: none"> • A deterioration in corporate competitiveness and profitability due to delayed efforts to improve human resources and productivity • Increased difficulty in personnel and organizational management and engagement • A widening gap in corporate competitiveness reflecting a varied degree of use of data and technology 	<ul style="list-style-type: none"> • Strengthen human resources through worker engagement and skill building • Improve working conditions of employees and create job satisfaction by improving corporate productivity • Raise operational efficiency and facilitate innovation through the use of AI and DX 	  
 <p>Promotion of DEI Respect for human rights</p>	<p>We will strive to create workplaces and environments where people with different personalities respect each other and work together, and conduct business activities where the human rights of all those involved, including users and client companies, are respected. We will prevent the misuse of data associated with the utilization of AI and promote matching that is fair and respects diversity.</p>	<ul style="list-style-type: none"> • Increase diverse employment opportunities • Create working environments where human rights are respected 	<ul style="list-style-type: none"> • A deterioration in corporate competitiveness and profitability due to delayed efforts • Lower productivity and higher staff turnover in workplaces where human rights are not respected 	<ul style="list-style-type: none"> • Promote gender equality and increase employment rates for people with disabilities and senior citizens • Reduce the number of workers whose human rights have been violated 	 
 <p>Response to the climate crisis</p>	<p>We will make efforts to reduce CO₂ emissions throughout our supply chain in order to curb the climate crisis. We will provide employment support for people who have been affected by disasters and accidents resulting from the climate crisis.</p>	<ul style="list-style-type: none"> • Contribute to the creation of a decarbonized society • Provide employment opportunities for people who have been affected by climate crisis 	<ul style="list-style-type: none"> • Physical damage from disasters and extreme weather events caused by climate change • Reputation harmed by not addressing climate crisis • Increased costs due to the implementation or change of government policies, laws, and regulations including the introduction of carbon taxes • Miss business opportunities owing to delay in addressing climate change 	<ul style="list-style-type: none"> • Contain the climate crisis and expand the share of renewable energy • Reduce the loss of employment opportunities for people who have been affected by the climate crisis 	 
 <p>Strengthening human capital connected with Philosophy</p>	<p>We will leverage technology to hire, train, and manage people who empathize with our Philosophy, and strive for each person's strengths to be fully demonstrated by increasing their engagement, loyalty, and level of happiness.</p>	<ul style="list-style-type: none"> • Enhance human capital by hiring and developing talent • Create new businesses and services • Raise labor productivity and motivation • Strengthen the ability to adapt to change and seize business opportunities 	<ul style="list-style-type: none"> • A loss of talent, stagnant or lower employee engagement, and diminished workforce productivity as a result of not taking sufficient measures • Lack of human resources capable of innovating 		
 <p>Strengthening governance</p>	<p>We will secure management transparency and soundness, while working to speed up decision-making and business execution in order to create social and economic value and continue sustained high growth. In particular, we will endeavor to enhance compliance and risk management by accurately identifying risks involved in using AI and other cutting-edge technologies in business operations.</p>	<ul style="list-style-type: none"> • Gain trust from the capital market and the wider society • Adapt appropriately to change and build a solid foundation for growth • Ensure sound and transparent decision-making • Speed up decision-making and business execution 	<ul style="list-style-type: none"> • Damage (lose) trust from the capital market and the wider society • Face business continuity risk due to dysfunctional corporate governance • Damage trust (reputation) by misusing AI 		