

HUMAN CAPITAL
REPORT 2022

Link and Motivation Group

<https://www.lmi.ne.jp/english/>



Link and Motivation Group Profile

Mission

Through Motivation Engineering, we provide opportunities to transform organizations and individuals and create a more meaningful society.

Corporate Slogan

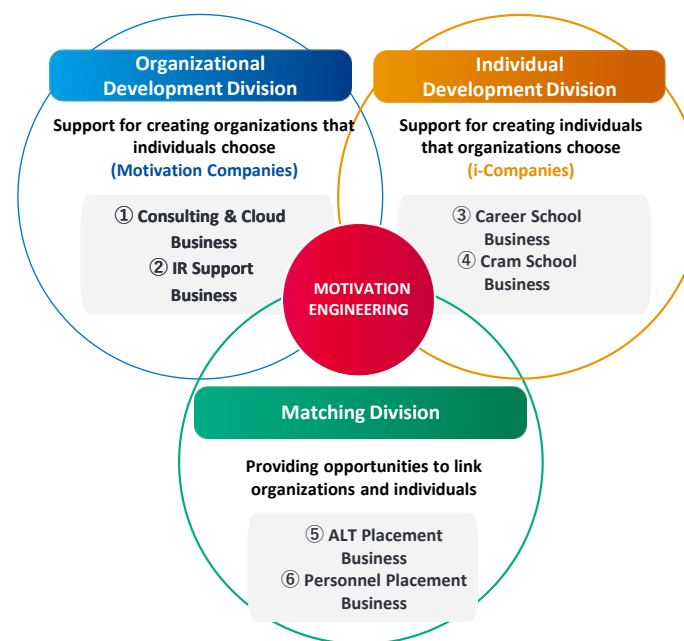
Individual Passion Inspires the World

Basic Information

(As of December 31, 2022)

Chairman and Representative Director: Ozasa Yoshihisa
 Paid-in capital: 1,380,610,000 yen
 Stock code: 2170 (Prime Market, Tokyo Stock Exchange)
 Head office: Kabukiza Tower 15F, 4-12-15 Ginza, Chuo-ku, Tokyo 104-0061, Japan
 Established: April 7, 2000
 Revenues: ¥32.7 billion (consolidated)
 Adjusted operating income: ¥4.1 billion (consolidated)
 Number of employees: 1,505 (consolidated)

Business Structure



Overview by Division

(Year ended December 31, 2022)

	Revenues (billion yen)	Gross Profit (billion yen)	Number of Employees
Organizational Development Division	120	82	599
Individual Development Division	69	27	576
Matching Division	145	57	329

Year One for Human Capital Management

When we founded Link and Motivation in 2000, the English word “motivation” was an academic term in Japan, not a word used commonly by all. Just over 20 years later, it has become a word that even children might spontaneously use.

We then arrived at 2022, which has been called “year one for human capital management” in Japan. Human capital management is an approach that treats human resources as capital and works to maximize their value, leading to improvement in corporate value over the medium to long term. We view this approach as virtually synonymous with the message that we have been communicating to society since our founding: “Management that makes employee motivation a growth engine will win the day.” I feel that society has begun to recognize this concept, which Link and Motivation has been emphasizing since its own day one.

To further accelerate social trends related to human capital management, in March 2022 Link and Motivation acquired ISO 30414 certification, becoming not just the first company in Japan, but in all of Asia, to do so.

Our certification was followed by a positive reaction from many of our stakeholders. In the capital market, Link and Motivation has been highly rated for its leadership in human capital management in Japan. In the product market, we have received inquiries from many companies looking to benefit from our expertise so they can also obtain certification. It has been very gratifying to receive such a reaction, which shows the high level of interest in human capital management in Japan.

With the release of this year’s Human Capital Report, we are communicating our approaches and results in the area of human capital management. I hope the report provides all our stakeholders with a better understanding of the Link and Motivation Group as we continue our efforts to lead human capital management in Japan.

Ozasa Yoshihisa
Chairman and Representative Director
Founder



HUMAN CAPITAL REPORT 2022

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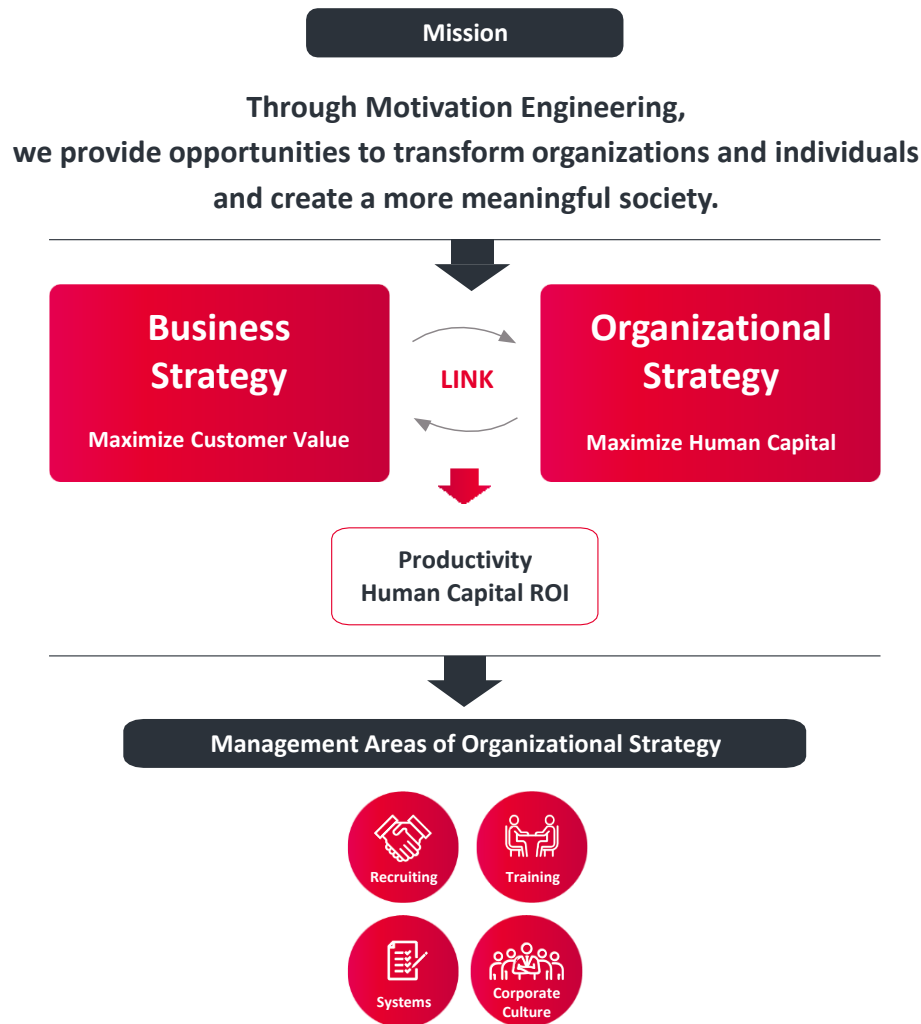
CHAPTER 1

STRATEGIES



CHAPTER 1 | Strategies

01 Management Approach



High-Level Linkage of Business and Organizational Strategies to Accomplish Our Mission

Some take the view that organizations are determined by business strategy, but we also believe that a **business strategy is determined by the organizations to which it applies**. That is why we give **equal value to our business and organizational strategies**, and **consistently link them** in order to achieve our mission.

We have made **productivity (human capital ROI)** the core management metric for monitoring the degree of linkage between our business strategy and our organizational strategy.

To carry out both our business strategy and organizational strategy, and thus improve productivity, we conduct a variety of measures in **four domains: recruiting, development, systems and corporate culture**.

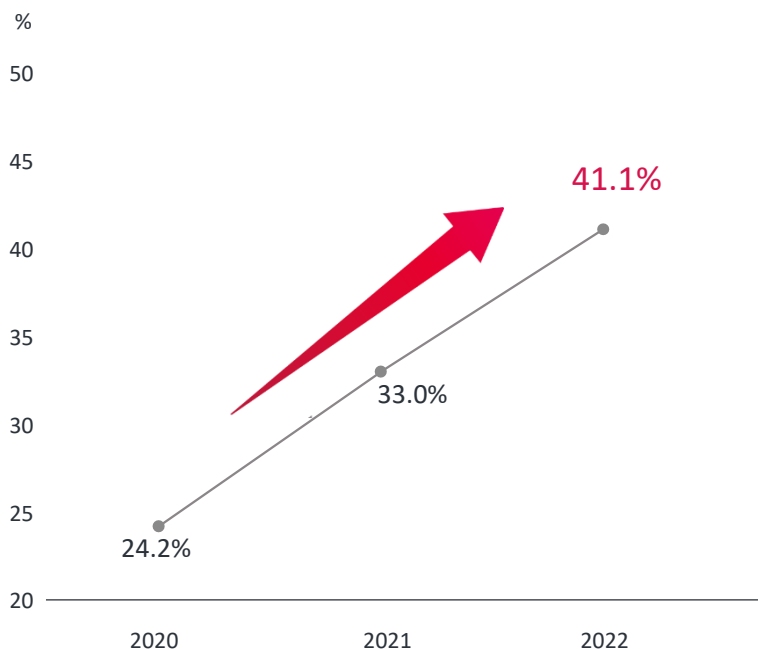
All our organizational strategies are designed and implemented based on Motivation Engineering, our core technology and the source of our competitive advantage. We continuously apply Motivation Engineering in our own organizations with the aim of being a role model for all other companies.

CHAPTER 1 | Strategies

02 Core Management Metric: Productivity

Human Capital ROI

Human Capital ROI in 2022: **41.1%**



Note: Human capital ROI = Adjusted operating income ÷ Human capital costs
 Human capital costs are calculated as total expenditures including employee salaries and bonuses, statutory internal and external welfare expenses, commuting expenses and other executive compensation.

Ongoing Pursuit of Productivity from Linking Our Business and Organizational Strategies

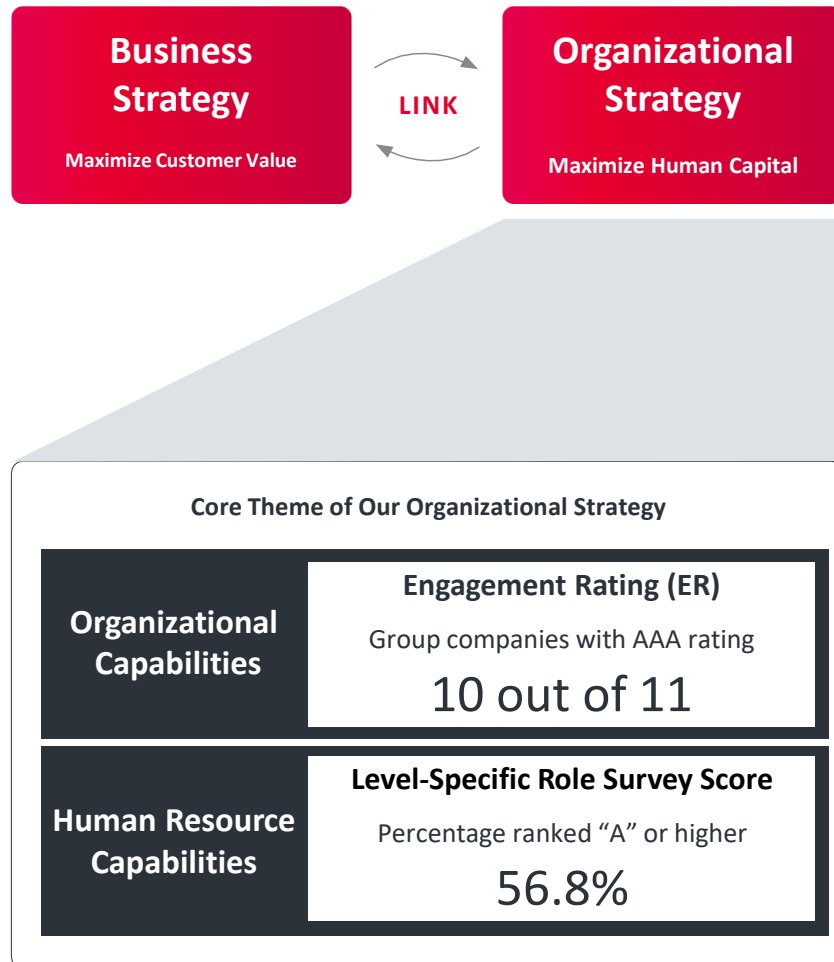
We emphasize productivity as a metric that shows the degree of optimization of the linkage between our business strategies and our organizational strategies. In particular, the Link and Motivation Group monitors **human capital return on investment (ROI)** as a core management metric.

In 2022, human capital ROI for the Group was **41.1%**. Human capital ROI decreased in 2020, and the operating margin temporarily declined due to the COVID-19 pandemic. However, improvement in the operating margin resulted in a high level of human capital ROI in 2022.

We consider it **important to invest appropriately in human capital in order to improve organizational results as a return on that investment**. Based on this stance, we will continue to conduct management that aims to balance investment and returns.

CHAPTER 1 | Strategies

03 Core Theme of Our Organizational Strategy



Enhancing Both Organizations and Human Resources to Maximize Human Capital

In implementing our organizational strategy, we aim to **maximize human capital**. In the Link and Motivation Group, we believe that ongoing efforts to create conditions in which highly skilled employees can work with a high level of engagement will improve the value of human capital and thus lead to business growth.

That is why the core themes of our organizational strategy are organizational capabilities and human resource capabilities. We monitor these capabilities using two priority indicators. For organizational capabilities, we use **Engagement Ratings**, which are an indicator of employee engagement. For human resource capabilities, we use **level-specific role survey scores**, which are an indicator of the extent to which individuals are fulfilling the roles required of them at their respective levels.

To maximize the value of human capital and improve productivity, we will maintain our focus on **improving both organizational capabilities and human resource capabilities**.

CHAPTER 1 | Strategies

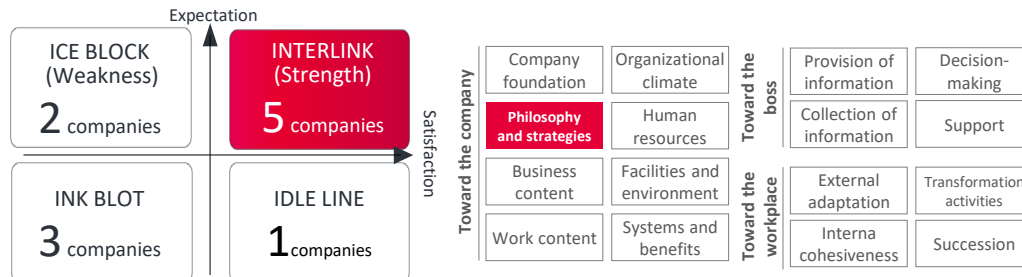
04 Priority Indicator for Organizational Capabilities

Engagement Survey Results

Group companies with AAA rating
10 out of 11

Engagement Score	Engagement Rating (Companies)	2020 (Feb.)	2021 (Feb.)	2022 (Feb.)	2023 (Feb.)
67 or higher	AAA	10	11	9	10
Less than 67	AA	3	1	1	1
Less than 61	A	—	—	—	—
Less than 58	BBB	—	1	1	—
Less than 55	BB	—	—	—	—
Less than 52	B	—	—	—	—
Less than 48	CCC	—	—	—	—
Less than 45	CC	—	—	—	—
Less than 42	C	—	—	—	—
Less than 39	DDD	—	—	—	—
Less than 33	DD	—	—	—	—

Positioning of Priority Factor “Philosophy” by Company



Note: Engagement factors cover 16 areas.

A High Level of Employee Engagement Increases the Effectiveness of Business Strategies

To increase our organizational capabilities, we focus on improving **employee engagement**. As the priority indicator, we monitor our **Engagement Rating**, which ranks companies based on their employee engagement results. Currently, **10 out of 11 Group companies have the top AAA rating**, and we believe this high level of employee engagement is a competitive advantage of the Link and Motivation Group.

In addition, the Group positions **“philosophy” as a priority factor in increasing employee engagement**. This is because philosophy is correlated with the engagement score, and we want to create an organization that is united by a corporate philosophy as well as our management philosophy in order to continue providing value over the long term. The most recent results are shown on the left, and some issues remain.

We will continue to promote various organizational measures for further improvement

CHAPTER 1 | Strategies

05 Priority Indicator for Human Resource Capabilities

Level-Specific Role Survey Results

		2021	2022
All employees	Number of eligible respondents	1,386	1,137
	Rank A to AAA	713	646
	Percentage of total	51.4%	56.8%
Managers and above	Number of eligible respondents	159	146
	Rank A to AAA	111	110
	Percentage of total	69.8%	75.3%

Level-Specific Role Surveys

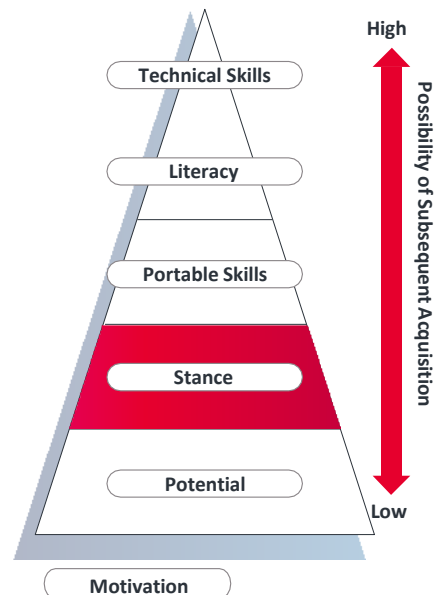
We organized the skills required of working people into our Framework of Requirements for Human Resources.

Level-specific role surveys measure the degree of agreement between the expectations and satisfaction of those who work with the survey subject with regard to that employee's "stance," which we consider to be the most important element in the Framework of Requirements for Human Resources.

Since the expectations for an employee's stance differ by level, we conduct a survey for each level. Results are divided into 11 levels, the same as in the engagement survey, and we calculate the percentage of survey subjects with a rank of "A" or higher.

Upper management	Plato Survey
Management	Lincoln Survey
Leaders	Einstein Survey
Mid-level employees	Columbus Survey
Junior employees	Darwin Survey
Senior employees	KOSI Survey

Framework of Requirements for Human Resources



Development of the Stance Expected at Each Level Increases the Effectiveness of Business Strategies

To increase human resource capabilities, we focus on improving **level-specific role survey scores**.

In the Link and Motivation Group, we believe that **"stance" should be given the highest priority in development** among the basic skills required of working adults. Stance refers to an employee's attitude and sense of his or her role in an organization. Without a good stance, no matter how many other skills employees acquire, they will be unable to develop the awareness to deploy those skills, so acquiring more skills will not lead to results. We therefore focus on level-specific role survey scores, which measure the degree of development of an employee's stance.

The results for 2022 are shown in the table on the left. The percentage of **people with a rank of "A" or higher increased compared with the previous year both for all employees and for those in managerial positions**. We therefore believe that the human resource capabilities of the Link and Motivation Group are improving.

By further increasing the percentage of people with a rank of "A" or higher going forward, we will increase the human resource capabilities of the organization, promote our business strategy and improve productivity.

CHAPTER 2

RECRUITING



Recruiting Like-minded People to Achieve the Group's Mission

It is said that the competency level of the Junior employees a company hires determines its future five to ten years down the line. Among the four areas of recruiting, development, systems and corporate culture, we invest most heavily in recruiting.

Of course, acquiring capable human resources with a high level of ability and potential is one aspect of recruiting. However, beyond that aspect, we consider recruiting to be a way to welcome like-minded people who sympathize with the Group's mission and who will work with us toward our goals. We therefore consider a high level of sympathy with our philosophy to be an essential condition in recruiting employees for the Link and Motivation Group. Without sympathy with our philosophy, prospective employees cannot be expected to perform at their best, no matter how capable they may be.

We also believe that recruiting activities have the effect of improving the motivation of existing employees. Because we emphasize sympathy with our philosophy, recruiting becomes a forum for applicants and existing employees to discuss their visions for the future. Employees tell applicants in their own words their thoughts on the future of society and their company, which in turn increases the employees' own commitment.

In this way, our recruiting is not just a matter of acquiring human resources, but also an important measure for generating a high level of employee engagement in the Group.

CHAPTER 2 | Recruiting

01 Recruiting United by a Common Philosophy

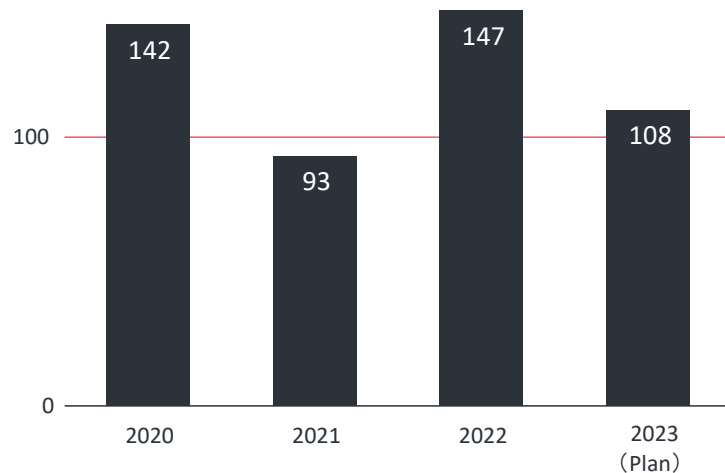
Results of Entry Management Survey of New University Graduate Employees

Positioning of Priority Factor “Philosophy” by Company



Note: Results for 7 Group companies that recruit new university graduates

Number of New University Graduates Hired



Recruiting United by a Common Philosophy to Increase Engagement

To achieve a **high level of employee engagement**, at the recruiting stage we insist on a high level of engagement. In the Link and Motivation Group, we believe that sympathy with our philosophy will lead to a high level of engagement, so **we give sympathy with our philosophy the greatest emphasis in our recruiting**.

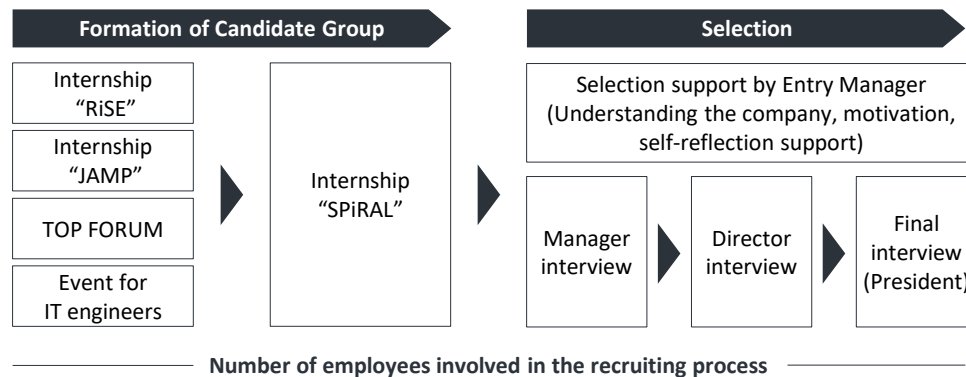
We measure the degree of mutual affinity between our Group companies and applicants in recruiting activities based on the Entry Management Survey, a diagnostic tool that can quantify the degree of mutual commitment between companies and applicants. The results of the 2022 survey indicate that in each Group company, **new employees are sympathetic with the Group’s philosophy when they join**.

As shown in the chart on the bottom left, the Link and Motivation Group hired 147 new university graduates in 2022 and plans to hire 108 people in 2023. In 2024, we plan to recruit at least another 100 people who sympathize with our philosophy.

CHAPTER 2 | Recruiting

02 Attracting the Talent We Want to Hire

New Graduate Recruiting Process (Example: Link and Motivation Inc.)



Number of employees involved in the recruiting process

250



TOP FORUM

At this event, the presidents of Group companies gather to talk about their company's business and outlook. Speaking directly to the students, they each convey the philosophy of their own company.



SPiRAL

In this program, interns are involved in planning for organizational transformation based on actual customer case studies. Working side by side with Link and Motivation Group consultants in confronting the most difficult corporate issues gives participants a feeling for our one-of-a-kind value.

Attracting the Talent We Want, Rather Than Choosing from People Who Want to Work for Us

We approach recruiting with the stance of attracting the talent we want, rather than choosing from among people who want to work for us. We believe it is important for our recruiting activities to lead people with potential and compatible values to feel that we want them to join our company.

That is why the entire company, from upper management to the youngest employees, works together in recruiting. The idea is not to put people into the company, but to put the company into applicants. Therefore, a variety of employees interact with applicants during various aspects of the recruiting process to give applicants a deeper understanding of the Group. We believe this enables our hiring to emphasize the connection between the applicant's vision for the future and the philosophy of the Link and Motivation Group.

Conducting recruitment as a Group-wide endeavor has enabled us to build strong recruiting capabilities. At the same time, it is also an opportunity for current employees to take a fresh look at their day-to-day work and increase their motivation.

CHAPTER 3

TRAINING



Developing i-Companies

One key element for increasing organizational and human resource capabilities is the development of independent human resources. We emphasize that each employee should adopt the viewpoint of being the manager of their own “i-Company” to independently develop their careers. By thinking in this way, they will develop the ability to objectively grasp their current situation from the perspective of their i-Company’s customers, partners and competitors. This provides an accurate understanding of the expectations of others, as well as their own strengths and challenges. It also leads to independent and autonomous career development.

For all these reasons, the Group provides abundant opportunities for each of its employees to develop an i-Company. LM College, our in-house institution for human resource development, provides opportunities for employees to consider the expectations of others as they hone all the skills required of working adults.

Since 2021, we have been concurrently conducting a new program to develop the next generation of managers to ensure our sustainable corporate growth. Given that the growth of the Group is accelerating, we are focusing on developing human resources who will support that growth and expansion.

CHAPTER 3 | Training

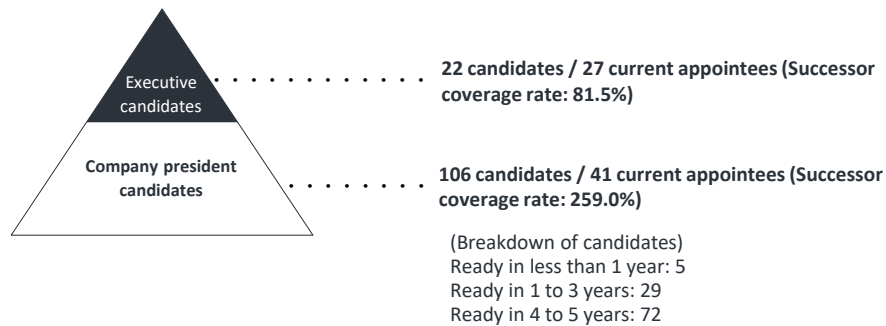
01 Cultivating Management Personnel to Support the Group's Future

“TOP GUN SELECTION” Training for Management Personnel

Selective Training Program (Excerpt)

Class	Objective	No. of Participants	
		2021	2022
Corporate officers	Raise the level of corporate officers	—	5
Company presidents and managers	Cultivate future officer candidates	10	14
General employees	Cultivate the next group of manager candidates	6	6

Prospective Management Personnel (As of December 31, 2022)



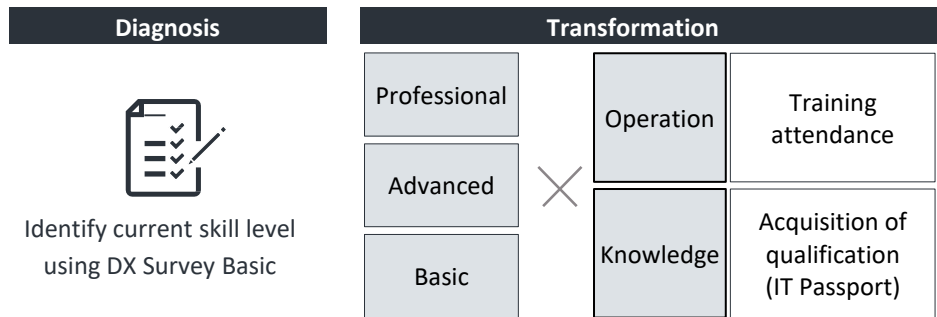
Cultivating Human Resources Who Can Adapt to Product, Labor and Capital Markets for Discontinuous Corporate Growth

Cultivating management personnel to lead the organization is indispensable for business expansion and growth. The Link and Motivation Group's management personnel are expected to **be able to adapt to product, labor and capital markets, and to think from a Group-wide perspective**. However, in carrying out day-to-day duties, there is a tendency to adapt only to the product market and to take the perspective of one's own particular field. Therefore, since 2021 we have been implementing the selective training program **Top Gun Selection** as an opportunity for growth separate from actual work. The year-long program selects participants from each level, from general employees to senior managers, to **learn the perspective and approach a manager should have**.

In 2022, we provided training at all levels for a total of 25 people. We felt the training helped participants develop as future management personnel, with comments including, "Now I understand the **different standards required to be ready** to take on a management role," and "I came to strongly feel that I **want to play a role in creating our future**."

CHAPTER 3 | Training

02 Updating Literacy for Contemporary Needs



DX Survey Results

		2021	2022
Number of trainees	People	1,367	1,499
Average DX Score	Points	98.9	123.3

Note: DX score is the sum of the scores for digital knowledge and Excel skills. Since each has a maximum of 100 points, the maximum DX score is 200 points.

Overview of Level-Specific Training Courses

Level	Training
Professional	Excel, PowerPoint, Python, AI, RPA, GAS, HTML/CSS, SEO, etc.
Advanced	
Basic	Excel basics, PowerPoint basics, typing basics, etc.

Updating Literacy for Contemporary Needs to Improve Productivity

Skills and competencies in areas such as foreign languages and IT that are required across industries and businesses are referred to as literacy. We believe literacy must be updated in line with contemporary needs. This is similar to the concept of **reskilling**, which has been attracting attention recently. Employees must continue acquiring essential skills, even as what constitutes “essential” changes.

Lately, **improving the IT literacy of each employee** has become crucial for increasing productivity as an organization. Therefore, since 2021, we have been working to improve individual IT literacy by rolling out DX support measures for individuals at companies, which is provided by the Individual Development Division.

The average score on the DX Survey, which measures individual IT knowledge and IT operation proficiency (DX score), was **123.3 out of 200 for the Link and Motivation Group** in 2022, surpassing our target for the year of 110 points.

We will continue working to further improve productivity through reskilling of individuals in line with contemporary needs.

CHAPTER 4

SYSTEMS



Conveying Messages from Management through Our Personnel Systems

Personnel systems play an important role in showing employees a company's expectations and the direction of its growth.

As one of our expectations, our personnel systems convey the message that we want to link the direction the Group intends to take with the vision of each employee. To improve employee engagement, we consider it crucial that each employee feels that they are getting closer to achieving their own vision while meeting their company's expectations. For this reason, we have implemented many measures that provide opportunities for aligning these elements.

As another expectation, our personnel systems contain the message that we want employees to increase the speed of their growth. Based on our unique view of time, in which three months for the rest of the world is one year for the Link and Motivation Group, we have designed various systems with the expectation that our employees will grow at four times the speed of the rest of the world.

We believe that incorporating messages on what we consider most important in our personnel systems in ways like these enables us to increase employee engagement as we conduct management.

CHAPTER 4 | Systems

01 Linking Corporate and Employee Visions

Timeframe



3 years

i-Company Branding System

Each employee creates a “management plan” for their i-Company to outline their career direction, then aligns their ideas with the company’s.

	2020	2021	2022
Management plan submission rate	98.7%	98.2%	97.4%

1 year

Survey Feedback

Based on the results of the level-specific role survey, employees receive advice from employees at the same level, superiors and other colleagues to clarify growth issues and their action plan.

3 months

Target Setting/Evaluation

Targets are set along two axes: performance, which indicates the degree of contribution to the company’s business results and the employee’s organization; and a stretch goal, which indicates the degree of individual growth.

		2020	2021	2022
Average individual evaluation score	Performance	4.7	4.8	4.7
	Stretch Goal	5.0	5.0	5.0
	Total	9.7	9.8	9.7

Note: Performance and the stretch goal are evaluated on a scale of 1 to 9, with 5 being “met expectations.”

Linking Corporate and Employee Visions to Improve Employee Engagement

To improve employee engagement, we emphasize the connections between the company’s vision and the vision of each employee. We believe that clarifying the career path an individual will follow and how they will grow while working at a company—and as a result how this will get them closer to achieving their own vision—helps to improve employee engagement.

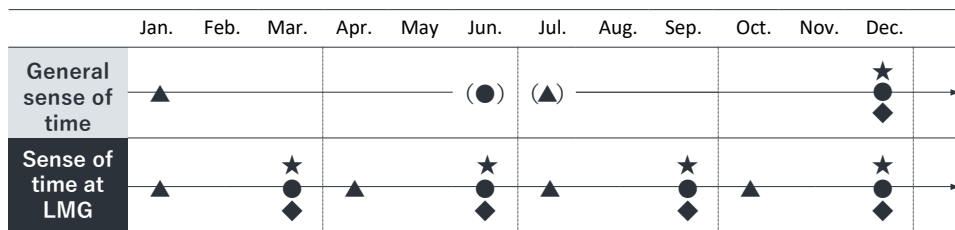
Therefore, we provide opportunities on various timeframes for individuals to align their visions with the company’s, as shown above. We have employees set targets and evaluate them for every three-month period, provide survey feedback to clarify targets for the next year, and conduct the i-Company Branding System for targets three years in the future. Each of these measures communicates the company’s intended direction and expectations of each individual, then offers an opportunity for individuals to make clear their intentions and growth objectives.

We believe that these measures allow employees to reaffirm what working for the company means to them, and consequently help to improve employee engagement.

CHAPTER 4 | Systems

O2 Growth at Four Times the Speed of the Rest of the World

Three-Month Cycle



- ▲ : **Target setting**
Employees set targets for individual achievement (performance) and growth (stretch goal) for a three-month period. Since the cycle is a short period of 3 months, employees can remain constantly aware of their targets.
- : **Evaluation and compensation**
Evaluations are conducted according to the targets that have been set, with promotions or demotions based on the evaluation results. Bonuses (premium compensation) are also paid every three months.
- ★ : **Group General Meeting**
Treated the same as other companies' end-of-year general meeting, including a review of business results and awards for MVPs.
- ◆ : **Paid vacation**
Employees receive "pit stop" vacation days that correspond to other companies' year-end and New Year holidays. A three-day holiday after every Group General Meeting gives a sense of having reached a milestone.

Treating Three Months as a Year for Growth at Four Times the Speed of the Rest of the World

A unique perspective toward time has supported discontinuous growth at the Link and Motivation Group since its founding. Based on our belief that running on a cycle with a short span is important for growth, we share a unique view of time, in which **three months everywhere else is one year at the Link and Motivation Group**. Accordingly, we set milestones every three months. By doing so, we aim to create an environment where employees maintain a high level of motivation as they continue to grow and to achieve speedy business development.

All organizational operations, including management of business results, target setting, personnel evaluations, promotions or demotions, payment of bonuses, the Group General Meeting, and vacations (year-end and New Year holidays), are **divided into units of three months** and conducted four times a year. This intentional division of time acts as a mechanism that makes us conscious of using time to the fullest every day.

As a result, Link and Motivation has a very high score of **4.9 out of 5** for the items **"growth environment for employees in their twenties"** and **"employee morale"** in OpenWork's survey. We believe this is proof that our employees are making full use of their time.

CHAPTER 5

CORPORATE CULTURE



Communication: The Lifeblood of an Organization

When blood flow is blocked, the human body develops various disorders and illnesses. Similarly, when communication is blocked in an organization, various issues arise. Just as it is important to maintain good blood flow in our bodies, we consider it extremely important to enhance communication within an organization.

In more concrete terms, we believe that it is important to use communication to create connections within an organization, both vertically in its hierarchy and horizontally among functions, to facilitate both integration and mutual understanding. Growing the Link and Motivation Group necessitates specialization into organizational hierarchies and functions.

However, increasing specialization in an organization gives rise to a host of problems. A sense of distance naturally increases, both vertically in the hierarchy and horizontally among functions, the intentions of senior management are not communicated, and cooperation between departments weakens, among other issues. To resolve these issues and maximize results, we promote specialization within our organization and invest in communication to achieve the seemingly contradictory goals of integration and mutual understanding.

We also consider communication crucial for increasing employee motivation. Investing in communication is essential for us to maintain a high level of employee engagement as we continue to grow.

CHAPTER 5 | Corporate Culture

01 Creating Opportunities for Making Connections as a Group

Communication Measures



Group General Meeting

Average participation in 2022 **1,156** people

Held once every three months in order to share views of the Group as a whole. In addition to a review of business results and presentation of MVP awards, meetings also cover timely topics and share management policies going forward.



Web-Based In-House Newsletters

Average access rate in 2022 **93.1%**

Name	Content
Top Comment	Posted once each month to deliver a message to employees from Chairman and Representative Director Ozasa Yoshihisa, covering the Group's current direction and recent developments, in order to share the views of senior management
LM TIMES	Timely transmission of Group issues and topics for sharing with the aim of creating Motivation Companies and i-Companies
LM JOB STORY	Conveys the appeal of different jobs through stories from employees working in various positions, with the aim of broadening career options



Measures to Communicate the Group's Heritage

2022 DNA Test average score **91.2/100** points

Our DNA Book contains Link and Motivation's reasons for existence, vision, management concepts and philosophies. It is designed to help employees understand various ideas and put them into practice. To ensure that employees do so at a high level, we plan and implement tests, reports and other measures every year.

Creating Opportunities for Mutual Understanding between the Company and Employees

To maintain employee engagement, the Link and Motivation Group considers it **crucial to enhance vertical and lateral communication within the organization**. We have therefore developed various opportunities for communication that connects senior management to the field, department to department, and all employees to each other.

Representative examples include the Group General Meeting, a web-based in-house newsletter, and measures to instill the Group's heritage. Through well-timed sharing of a Group-wide perspective and the creation of a common language, we aim to **create a situation where everyone works toward common goals**.

Our investment in communication exceeds ¥100 million each year. This cost has been declining as we have shifted to holding the Group General Meeting online and cut back on printed materials, but we will continue to actively invest in communication as a way to increase employee engagement.

CHAPTER 5 | Corporate Culture

02 Creating a Corporate Culture That Spurs Individual Desire for Growth

List of Awards

The Link and Motivation Group gives awards to individuals in the following five categories, each with a different target group.

First to third year	ROY 「Rookie Of the Year (1st/2nd/3rd)」 Young employees who achieved outstanding results
General employees	BMC/MC 「(Best) Motivation Creator」 General employee who achieved outstanding results
Managers	BMM/MM 「(Best) Motivation Manager」 Manager who achieved outstanding results
Entry managers (recruiters)	EOY 「Entry manager Of the Year」 Entry manager (recruiter) who achieved outstanding results
Administrators	AOY 「Administrator Of the Year」 Administrator who achieved outstanding results



	2020	2021	2022
Total number of awards	34	40	37
Awards for individuals	24	27	24

Note: Awards are also given to projects and Group companies in addition to individuals.



Creating a Corporate Culture That Spurs Individual Desire for Growth by Providing Emotional Rewards

For our business to grow, we believe that it is important for each employee to broaden their own roles based on a desire for personal growth. We have therefore established an awards system to recognize employees who have done so.

Awards are presented at the Group General Meeting held once every three months. Criteria for selecting employees as award winners cover a comprehensive range of factors, including level of performance, degree of growth and change, and extent of influence on others. A certificate with the reasons for the evaluation and relevant anecdotes is read in front of all employees, and the winner has the opportunity to make a speech. This not only helps to encourage the further growth of the award recipient, but also spurs a desire for growth among other employees.

By continuing to maintain an environment that facilitates individual growth and supports people who want to grow, we aim to implement our business strategies and improve productivity.

HUMAN CAPITAL DATA

HUMAN CAPITAL DATA



Productivity

	Unit	2020	2021	2022
Human Capital ROI ¹	%	24.2	33.0	41.1

Business Results per Employee

		Unit	2020	2021	2022
Per employee ²	Revenues	Thousand yen	17,713	18,675	19,067
	Gross profit	Thousand yen	8,060	8,775	9,347
	Net income (loss)	Thousand yen	△535	583	1,225

There was a downturn in business results in 2020 due to the COVID-19 pandemic, but solid recovery in performance since 2021 has resulted in two consecutive years of increases in human capital ROI and business results per employee.

We will continue to monitor the balance between investment and returns as we invest appropriately in human capital with the aim of improving productivity.

- Human capital ROI = Adjusted operating income ÷ Human capital costs
Human capital costs are calculated as total expenditures including employee salaries and bonuses, statutory internal and external welfare expenses, commuting expenses and other executive compensation.
- Calculated based on the number of employees when their hours are converted to full time (40 hours a week).

Costs

	Unit	2020	2021	2022
Total workforce costs ³	Million yen	19,875	21,349	21,445
External workforce costs ⁴	Million yen	11,548	12,125	11,793
Total costs of employment ⁵	Million yen	8,893	9,724	10,373

Since 2020, we have seen the COVID-19 pandemic as an opportunity to scale back investment in offices and ramp up investment in human resources and IT. Because of that, total workforce costs and total costs of employment have generally been increasing.

- Total costs the Group paid directly to employees.
Defined to include total costs for the external workforce⁴ in addition to people the Group employs directly.
- Total costs paid to outsourcers, temporary staff and other workers the Group does not employ directly.
- Total costs incurred in employment. Defined to include costs that indirectly benefit employees (training costs, benefit expenses, etc.).

HUMAN CAPITAL DATA

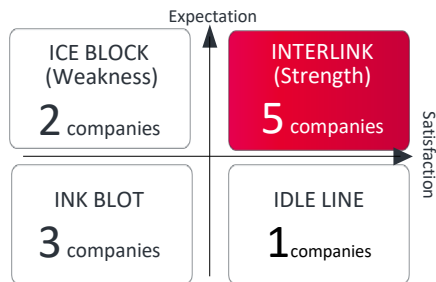


Engagement Survey Results by Group Company*

Group Company	Employees	ER
Link and Motivation Inc.	437	AAA
Link Global Solution Inc.	22	AAA
Link Event Produce Inc.	27	AAA
Link Corporate Communications Inc.	78	AAA
Link Academy Inc.	456	AAA
Motivation Academia Inc.	50	AAA
Link Interac Inc.	159	AAA
Link Japan Careers Inc.	12	AAA
OpenWork Inc.	71	AA
Link Agent Inc.	19	AAA
Link-i Inc.	20	AAA

* Results from the engagement survey conducted in February 2023.

Positioning of Priority Factor “Philosophy” by Company



Breakdown of Engagement Survey Results*

By Division	Subjects	ER
Organizational Development Division	564	AAA
Individual Development Division	506	AAA
Matching Division	281	AAA

By Gender	Subjects	ER
Male	759	AAA
Female	586	AAA

By Nationality (Region)	Subjects	ER
Japan	1,196	AAA
Asia (excluding Japan)	16	AAA
Oceania	3	BBB
North America	29	AAA
Central and South America	5	AAA
Europe	16	AA

We emphasize diversity not just in terms of each individual but also in terms of relationships among diverse individuals. We believe that this is the same thing as employee engagement, and that a high level of employee engagement enables each individual employee to play an active role and generate innovation. We pay close attention to employee engagement across a variety of attributes and take pride in the high level that each employee has achieved.

HUMAN CAPITAL DATA



Level-Specific Role Survey Results¹

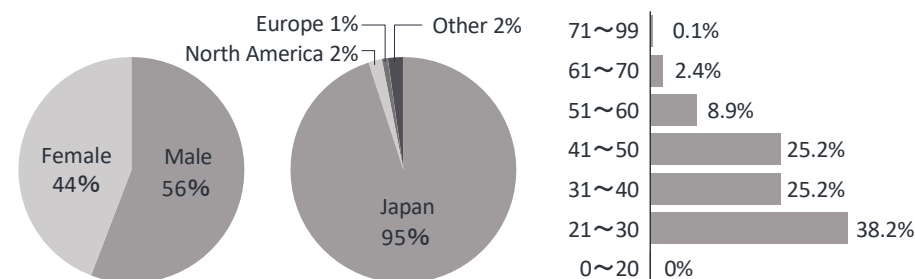
			2021	2022
All employees	Number of respondents	Persons	1,386	1,137
	Rank A to AAA	Persons	713	646
	Percentage of total	%	51.4%	56.8%
Managers and above	Number of respondents	Persons	159	146
	Rank A to AAA	Persons	111	110
	Percentage of total	%	69.8%	75.3%

Total Workforce Absenteeism (Unplanned Leave) Rate

		2020	2021	2022
Total workforce	Executives ²	28	30	32
	Group company employees	1,498	1,493	1,505
	Part-time staff	381	403	381
	ALTs ³	3,378	3,304	2,857
	Total	5,285	5,230	4,775
Full-time / Part-time ⁴	Full-time	1,537	1,518	1,567
	Part-time	370	408	351
Full-time equivalent (FTE) ⁵		1,738	1,748	1,719
Absenteeism (unplanned leave) rate (%)		0.9	0.9	0.9

1. Results of level-specific role surveys conducted during July-December 2022.
2. Total of directors, managing directors and corporate officers, including outside directors.
3. ALT: Assistant Language Teacher
4. Contractual working time of at least 40 hours a week is considered "full-time" and less than 40 hours a week is considered "part-time," regardless of the form of employment. (Excludes ALTs.)
5. Number of employees when converted to full-time (40 hours a week). Calculated by dividing total working hours per week of all employees by 40 hours. (Excludes ALTs.)

Male-Female Ratio Nationality (Region) Age Structure



Note: Excludes non-responses

We conduct hiring, evaluation, promotion, and other corporate functions based on each individual's performance and growth, irrespective of attributes such as gender, nationality or age. Workforce diversity ratios at the end of 2022 with respect to each attribute are shown above.

Employees with Disabilities

	2020	2021	2022
Employees with disabilities ⁶	1.35%	1.52%	1.41%

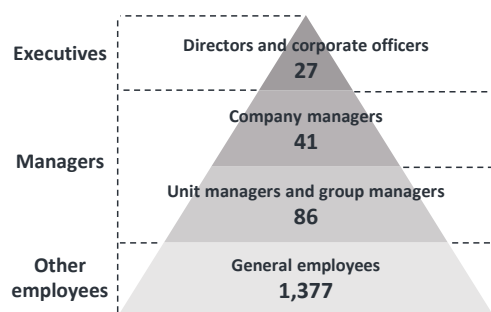
Some Group companies meet the legally mandated employment rate for people with disabilities of 2.3 percent of total employees, but the Link and Motivation Group overall still falls short. We will continue to step up recruiting to address this management issue.

6. Tabulated based on the content of the Report on the Status of Employment of People with Disabilities submitted to the Ministry of Health, Labour and Welfare each year. The results shown are as of June 1, in accordance with the aforementioned report.

HUMAN CAPITAL DATA



Group Hierarchy Chart¹



Span of Control (Number of General Employees per Management Position)

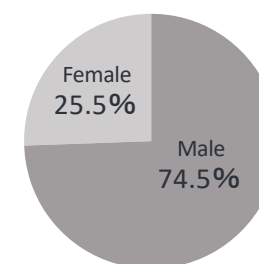
	2022
Directors and corporate officers	55.7
Company managers	35.7
Unit managers and group managers	16.0

1. As hierarchy names differ depending on Group company, figures are calculated by classifying positions within the hierarchy based on certain criteria. Outside directors, part-time staff and ALTs are not included in the number of people for each level.

The appropriate span of control at each hierarchical level differs depending on various factors such as business model, management maturity, composition of members, and organizational relationships, so we do not target a flat standard across the Group. Results for 2022 are as shown above.

Productivity is improving, and the numerical results of employee engagement and manager role surveys have been high, so we consider the span of control shown above to be appropriate.

Management Position Male-Female Ratio²



2. The percentage of women in all management positions (excluding executives) based on the definition set by the Ministry of Health, Labour and Welfare.

As mentioned previously, treatment of employees in the Link and Motivation Group is based on each individual's performance and growth, irrespective of gender. The ratio of males to females in management positions is as shown above.

The ratio of women in management positions is 25.5%, about one-third that of men. We believe that this is due to two factors: fewer women than men are employed in positions on a management track, and women take maternity and childrearing leave at a higher rate and for longer periods, resulting in a comparatively longer time to promotion to a managerial position. We will continue working to create an environment in which employees can play active roles regardless of gender.

HUMAN CAPITAL DATA



Leadership Team Skill Matrix

Name	Current Position	Corporate Management			Areas of Expertise				
		Managerial Experience	Employee Engagement	Industry Knowledge	Finance & Accounting	Legal & Risk Management	Research & Development	DX & IT	Sales & Marketing
Ozasa Yoshihisa	Chairman and Representative Director	○	○	○			○		
Sakashita Hideki	President and Representative Director	○	○	○					○
Ohno Shunichi	Director		○		○	○		○	
Yuasa Tomoyuki	Outside Director	○		○				○	○
Kakuyama Takashi	Outside Director		○	○			○		
Kuriyama Hiromi	Audit & Supervisory Board Member				○	○			
Tominaga Kenji	Outside Audit & Supervisory Board Member	○	○	○					
Matsuoka Yasumasa	Outside Audit & Supervisory Board Member	○	○	○					

The Board of Directors of Link and Motivation Inc. is composed of five directors (including two outside directors). The three internal directors make **management decisions that link business and organizational strategies** as professionals in organizational transformation, with extensive experience as organizational and personnel consultants. The two outside directors leverage their deep insight into corporate management and expert knowledge of industrial and organizational psychology, which has affinity with the Group’s business.

HUMAN CAPITAL DATA



New University Graduate Recruiting

	Unit	2020	2021	2022
Number of hires ¹	People	142	93	147
Recruiting costs ²	Thousand yen	443,973	355,000	336,989
Cost per hire ³	Thousand yen	—	—	—
Average length of time to fill vacant position ⁴	Days	72.1	56.1	55.2
Quality per hire ⁵	—	10.1	10.1	10.0

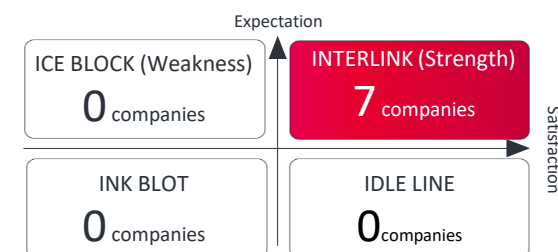
Mid-Career Employee Recruiting

	Unit	2020	2021	2022
Number of hires ¹	People	53	42	63
Recruiting costs ²	Thousand yen	200,514	180,085	159,704
Cost per hire ³	Thousand yen	3,783	4,287	2,535
Average length of time to fill vacant position ⁴	Days	—	—	—
Quality per hire ⁵	—	9.8	9.9	9.8

1. Total number of employees who joined the Group in the relevant year.
2. Total recruiting-related costs recorded in the relevant year.
3. Calculated by dividing recruiting costs for the relevant year by the number of hires. Recruiting costs for new university graduates are not calculated because the amount invested in the relevant year is not directly linked to the number of hires.
4. Total number of days required to hire employees who joined the Group in the relevant year. Calculated based on the number of days from the application date to the offer acceptance date. Recruiting of mid-career applicants is not calculated because some Group companies hire throughout the year.
5. The six months after joining the company are a probation period. After the probation period ends, employees are evaluated on a scale of 2-18, with 10 meaning “met expectations.”

Entry Management Survey Results

Positioning of Priority Factor “Philosophy” by Company



We strongly believe that expenditures on recruiting are an investment, not a cost. As mentioned elsewhere, we are committed to quality in recruiting, so we emphasize devoting time and money to recruit the talent we want.

The Link and Motivation Group’s recruiting costs are shown in the table on the left. As in the previous year, recruiting of new university graduates was mainly conducted online, so costs were low.

HUMAN CAPITAL DATA



Training Participation Rates

	Name of Training	2022
Technical Skills	Top Gun seminars	Not held
	Negotiation training	Not held
	Logical thinking training	Not held
Portable Skills	Self-motivation control training	Not held
	Leadership training	Not held
	Career design training	Not held
Stance	New company president training	100.0
	New manager training	100.0
	New employee stance training	100.0
Stance (Level-specific role survey training)	Survey training for upper management	91.1
	Survey training for management	87.9
	Survey training for senior employees	85.7
	Survey training for leaders	84.9
	Survey training for mid-level employees	88.8
	Survey training for junior employees	95.9

DX Survey Results

	Unit	2021	2022	
Number of respondents	Persons	1,367	1,499	
Average DX Score	Points	98.9	123.3	
(Breakdown)	Digital knowledge	Points	53.8	57.9
	Excel skills	Points	45.1	65.4

Total Human Resource Development and Training Costs

	Unit	2020	2021	2022
Actual costs	Thousand yen	146,799	94,793	190,536
Converted to amount charged for services to customers	Thousand yen	404,515	385,674	411,749

The tables on this page show our initiatives conducted to develop employees and the amount we invested in 2022. We did not implement some training programs in 2022, focusing instead on strengthening IT literacy. Although this change accounted for the increase in costs, it resulted in improved employee IT literacy, so we believe that we achieved the effect we intended. Training hours per employee were 38.9 hours* in 2022.

- Calculated by dividing the total hours spent for all training in 2022 by the number of employees at the end of the year.

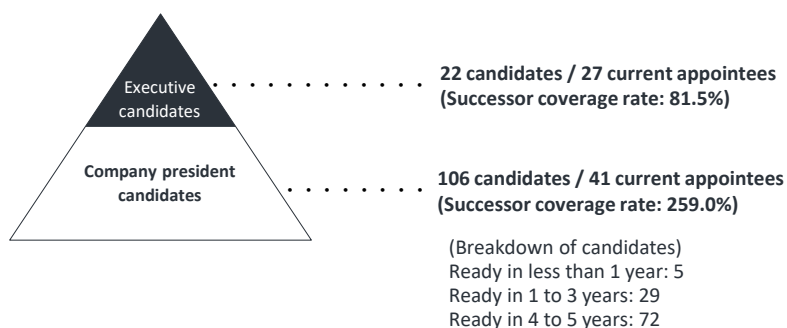
HUMAN CAPITAL DATA



Number of Participants in "Top Gun Selection" Training for Management Personnel

Class	Objective	Unit	2021	2022
Corporate officer	Raise the level of corporate officers	Persons	—	5
Company president/Manager	Cultivate future officer candidates	Persons	10	14
General employee	Cultivate the next group of manager candidates	Persons	6	6

Prospective Management Personnel



Leadership Development

Type	Objective	Unit	2021	2021	2022
New manager training	Understand the role expected of a manager	%	100.0	100.0	100.0
Level specific training for managers	Understand current situation to set tasks and targets	%	94.2	91.0	87.9
Managers General Meeting	Broaden perspective as a manager	%	—	100.0	94.1

Confidence in Leadership (Results of Role Surveys on Managers*)

Five Sources of Influence Expected of a Manager				
Expertise	Appeal	Reciprocity	Consistency	Strictness
4.5	4.5	4.5	4.4	4.3

We monitor how others evaluate managers' leadership based on results of role surveys on those managers. In 2022, results for all five metrics remained at 4.0 or higher (of a maximum of 5), so we feel that the managers of the Link and Motivation Group are functioning well as junction points between those above and below them in their organizations.

- Numerical results for overall satisfaction as measured in a role survey on managers (Lincoln Survey). Satisfaction for each item is evaluated on a scale from a low of 1 to a high of 5 by subordinates and superiors of the subject managers. The figures above are the averages for all managers.

HUMAN CAPITAL DATA



Appointment to Positions

	2020	2021	2022
Percentage of positions filled internally ¹ (%)	68.7	73.1	78.3
Percentage of critical positions ² (%)	1.5	1.6	1.7
Percentage of critical positions filled internally ³ (%)	100	100	100
Succession effectiveness rate ⁴	100	100	100
Percentage of vacant critical positions in relation to all vacant positions (%)	0	0	0
Average length of time to fill vacant critical position (days)	0	0	0

In the Link and Motivation Group, we define critical positions as “directors (except outside directors), managing directors and corporate officers, including those of Group companies.” However, when a vacancy arises, we either appoint an immediate replacement or eliminate that position, so positions are never left vacant. Accordingly, the “percentage of vacant critical positions” and “average length of time to fill critical vacant positions” are zero.

All appointments to critical positions have been filled internally. We believe that these results are an indication of our systematic approach to successor development.

1. Calculated as the number of vacant positions filled through internal recruiting divided by the total number of vacant positions filled through internal plus external recruiting.
2. Calculated as the number of critical positions divided by the total number of positions.
3. Percentage of critical positions that opened up during the year that were filled through internal recruiting.
4. Percentage of critical positions filled through internal recruiting as of the end of the year.

Transfers

	Unit	2020	2021	2022
Average period in the same field ⁵	Years	3.7	4.1	3.6
Internal mobility rate ⁶	%	56.4	69.7	68.8

We emphasize appropriate transfers so that employees acquire a full range of competencies in order to cultivate their i-Companies. Experiencing multiple fields and occupations broadens a person’s range of competencies and skills. Therefore, the Link and Motivation Group focuses on how long an individual is assigned to the same field, and conducts transfers once every four years as a rough guideline.

5. Group businesses are categorized into specified fields, and the period an individual spends in each field is calculated.
6. Transfers among occupations and the fields in note 5, as well as changes in roles due to promotions or emotions, are defined as internal transfers for the purpose of calculating the internal mobility rate for the year.

HUMAN CAPITAL DATA



i-Company Branding System

	Unit	2020	2021	2022
Management plan submission rate	%	98.7	98.5	97.4

Average individual evaluations¹

	Unit	2020	2021	2022
Performance	—	4.7	4.8	4.7
Stretch goal	—	5.0	5.0	5.0
Total	—	9.7	9.8	9.7

Compensation

	Unit	2020	2021	2022
Average monthly wage ²	Thousand yen	344	371	379
Average annual wage ³	Thousand yen	4,677	5,302	5,301
Ratio of executive compensation to total salaries paid ⁴ (%)	%	4.3	4.9	5.2

- Each employee's performance and stretch goal are evaluated on a scale of 1 to 9, with 5 being "met expectations."
- The sum of all taxable payments for salaries and allowances.
- Calculated as average monthly wages plus bonuses paid four times a year.
- Calculated as total of executive compensation as a percentage of total compensation of all employees.

Male/Female Wage Differential⁵

Group Company	Male/Female Wage Differential (%)		
	Full-time	Part-time staff and fixed-term employees	All workers
Link and Motivation Inc.	82.4	162.9	74.4
Link Global Solution Inc.	89.0	101.0	83.3
Link Event Produce Inc.	77.9	— ⁶	77.8
Link Corporate Communications Inc.	82.4	57.9	76.8
Link Academy Inc.	81.8	68.2	77.9
Motivation Academia Inc.	79.4	82.6	64.5
Link Interac Inc.	97.3	59.1	82.6
Interac North Co., Ltd.	74.8	98.4	96.8
Interac Kanto North Co., Ltd.	71.1	92.8	90.6
Interac Kanto South Co., Ltd.	90.7	92.6	92.4
Interac Kansai & South Central Co., Ltd.	74.9	95.5	94.2
Interac West Co., Ltd.	63.3	87.9	86.8
Link Japan Careers Inc.	66.6	— ⁶	64.4
Link Agent Inc.	75.5	— ⁶	66.3
Link-i Inc.	76.2	503.1	72.2

- Full-time: Applies to indefinite-term employees only.
Part-time: Applies to fixed-term employees, part-time staff and ALTs.
Calculated by dividing the average annual wage for women by the average annual wage for men, based on definitions set by the Ministry of Health, Labour and Welfare.
- Calculation is not possible because employees are exclusively either male or exclusively female.

HUMAN CAPITAL DATA



Priority Communication Measures

	Unit	2021	2022
Group General Meeting average participation	Persons	908	1156
Web-based in-house newsletters access rate	%	92	93.1
Measures to communicate the Group's heritage	DNA test average score	Points	—
	DNA report submission rate	%	100

Number of Group Awards

	Unit	2020	2021	2022
Total number of awards	Persons	34	40	37
Awards for individuals	Persons	24	27	24

Health and Safety

	2020	2021	2022
Number of occupational accidents ¹ (per million work hours)	3.74	4.15	3.2
Lost time for injury ¹ (total lost time in hours per million work hours)	12.80	3.80	82.86
Number of people killed during work ¹	0	0	0
	2020	2021	2022
Illness/injury leave rate (%)	1.9	2.8	2.3
Percentage of employees who participated in training ² (%)	87.4	92.4	88.2
Maternity leave rate ³ (%)	100.0	100.0	100.0
Paternity leave rate ³ (%)	13.6	25.7	38.9

The above table shows health and safety-related results for the Group. All occupational accidents occurred while commuting or traveling.

In addition, the rate of taking paternity leave has been increasing each year. We will continue striving to create an environment that facilitates work in order to strengthen the capabilities of our organizations and human resources.

1. Calculated based on total workforce (executives, Group company employees, part-time staff and ALTs).
2. Calculated based on participation rate in annual stress checks.
3. Calculated based on total number of Group company employees and part-time staff.

HUMAN CAPITAL DATA



Compliance

	2020	2021	2022
Number of grievances filed ¹	8	3	11
(Type)			
Harassment	3	0	6
Workplace environment	2	1	2
Other	3	2	3
Number of concluded disciplinary actions ²	5	5	6
(Type)			
Reprimands/pay cuts	5	5	6
Suspensions/demotions	0	0	0
Requests for resignation/disciplinary dismissal	0	0	0
Number of unresolved external audit findings ³	0	0	0
Percentage of employees who have completed training on compliance (%)	100.0	100.0	100.0
Information management training participation rate ⁴	100.0	100.0	100.0
Harassment training participation rate ⁴	—	—	98.5

1. The number of consultations with the hotline that is open to all employees.
Calculated based on total workforce (executives, Group company employees, part-time staff and ALTs).
2. Calculated based on total workforce (executives, Group company employees, part-time staff and ALTs).
3. The number of findings in external audits by the Labor Standards Inspection Office, etc., that are still unresolved.
4. All training content completed by employees.

The Link and Motivation Group strives to practice Management with Integrity (i.e., management with no illegality or dishonesty toward any of its stakeholders, including customers, business partners, employees and shareholders). We are proactively strengthening compliance and ethics, which are prerequisites for achieving this. As a company, we abide by laws, regulations, corporate ethics and social norms, and understand that individual employees must also make efforts to avoid transgressions.

Our performance in the area of compliance is shown in the chart on the left. At the Link and Motivation Group, we believe that our emphasis on employee engagement helps to strengthen compliance, and see our high performance in these metrics to be a result of our high level of employee engagement.

By continuing our efforts to raise every employee's awareness of compliance as we improve employee engagement, we are creating a workforce that embodies Management with Integrity.

HUMAN CAPITAL DATA



Turnover Rate

	2020	2021	2022
Turnover rate ¹ (%)	9.8	10.0	13.3
Voluntary turnover rate (%)	9.6	9.8	13.0
Voluntary turnover rate (management) ² (%)	0.6	0.3	0.7
Voluntary turnover rate (IT engineers) ² (%)	0.3	0.3	0.4

Reasons for Leaving

Rank	Reason	% of total	Year-on-year change	
1	Work	43.7%	+0.5 pts.	To advance career, to change type of work, etc.
2	Family	14.9%	-3.5 pts.	
3	Health	14.4%	+5.6 pts.	
4	Treatment/Pay	11.5%	-4.5 pts.	
5	Corporate culture	6.9%	+4.5 pts.	
6	Retirement age	3.4%	+1.0 pt.	
7	Philosophy	2.9%	-5.9 pts.	

1. The annual (12-month period) sum total of the monthly turnover rate (monthly number of leavers ÷ monthly average number of employees)
 2. The annual (12-month period) sum total of the monthly turnover rate of defined category of employees (monthly number of leavers ÷ monthly average number of employees)

The Link and Motivation Group works to create organizations that emphasize a mutually selective relationship, in which companies and individuals choose each other as they deem appropriate rather than a mutually binding relationship based on lifetime employment.

Therefore, we focus not on the Group’s overall turnover rate, but on the turnover rate for employees with attributes we deem important in terms of our management strategy. Specifically, we monitor the turnover rates of management and IT engineers. In 2022, the overall turnover rate increased by 3.3 percentage points from the previous year. However, because productivity is rising, and the year-on-year increase in turnover rates for management and IT engineers was low, we consider the situation to be acceptable.

We also keep a close watch on reasons for leaving. Continuing from the previous year, the main reasons for leaving in 2022 were work-related, while the percentage of people leaving because of our philosophy and corporate culture—which we are particular about—was low. We therefore think we have achieved appropriate mutual selection.

Conclusion

This is our second Human Capital Report, in which we communicate our approaches and performance to our stakeholders. As a result, we have been able to maintain our ISO 30414 certification, and we would like to take this opportunity to express our sincere gratitude to everyone involved in helping us achieve this goal.

We believe that the importance of human capital management will continue to grow in corporate management in Japan. It has become a topic that managers can no longer avoid due to factors including the shrinking labor force resulting from the declining birthrate and aging population, the shift to intangible products and services, diversifying motivation for work and growing interest in ESG management. This is best evidenced by the accelerating trend among companies toward human capital management and ISO 30414 certification.

We have utilized our core technology of Motivation Engineering to support human capital management at a wide range of companies. We have also utilized our expertise gained in 2021 in becoming the first company in Japan and all of Asia to obtain ISO 30414 certification to begin offering ISO 30414 consulting to support disclosure of information on human capital. We believe that our activities will accelerate the trend toward human capital management in Japan, thus bringing us closer to achieving our mission of creating a more meaningful society.

We sincerely appreciate all the stakeholders who back us in this challenge, and hope for your continued support.



Independent Auditors Report

To all the stakeholders of Link & Motivation Group.

We, HC Produce Inc. and HR Metrics, have jointly audited the data, statements, systems and strategies for Human Capital reporting in the fiscal year of 2021 by Link & Motivation Group. (LMG) and consolidated subsidiaries from January to March 2022.

We conducted conformance assessment audit in accordance with the Human Capital Reporting guideline of ISO 30414. The audit includes interviews with LMG's leadership and management teams of each metric, assessment of LMI's data contents, guidelines and systems, assessment of LMG's statements clarifying strategies and internal guidelines, and assessment of LMG's external and internal reports for each metric of ISO 30414.

In our opinion, the statements, systems and strategies referred to above fairly, in all material respects, the position of LMG and consolidated subsidiaries as of 31st March 2022 results of their managements of Human Capital reporting, ended in conformance with ISO 30414.

保坂 駿介

HC Produce Inc.
CEO Shunsuke Hosaka
March 31st 2022

Mubarak

HR Metrics
CEO Zahid Mubarik
March 31st 2022



独立審査機関による ISO 30414 適合証明書

株式会社リンクアンドモチベーション及び連結子会社の内外ステークホルダー各位：

株式会社 HC プロデュース（以下、HCPro）及び HR Metrics（以下、HRM）は、独立審査機関として、人的資本の開示に関する国際規格：ISO 30414 に基づき、2021 年度の株式会社リンクアンドモチベーション及び連結子会社（以下、LMG）のデータ、システム、ステートメント及び戦略に関する ISO 30414 の適合性審査を実施した。

審査では、以下(1)~(4)のプロセスを通して、ISO 30414 の各指標について、LMG のデータ取得度、データ開示度、戦略実践度を評価した。

- (1) LMG の従業員及び各指標別責任者に対するインタビューの実施
- (2) LMG の人的資本データ及びデータ取得・開示システムの内容・動作の確認
- (3) LMG の人的資本データ取得・開示及び戦略に関する各種ルールの確認
- (4) LMG による社内外向けレポート内容の確認

これらの審査の結果、HCPro 及び HRM は、LMG の人的資本に関するデータ、システム、ステートメント及び戦略が ISO 30414 に適合していることを認める。

保坂 駿介

株式会社 HC プロデュース
代表取締役 CEO 保坂駿介
2022 年 3 月 31 日

Mubarak

HR Metrics
CEO Zahid Mubarik
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APPENDIX

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Correspondence with ISO 30414 Metrics

No.	Metric	Page(s)	No.	Metric	Page(s)	No.	Metric	Page(s)
1	Compliance and ethics		5	Organizational culture		9	Skills and capabilities	
1-1	Number and type of grievance filed	<u>38</u>	5-1	Engagement/satisfaction/commitment	<u>8, 28</u>	9-1	Total developing and training costs	<u>33</u>
1-2	Number and type of concluded disciplinary action	<u>38</u>	5-2	Retention rate	<u>39</u>	9-2	Training participation rate	<u>33</u>
1-3	Percentage of employees who have completed training on compliance and ethics	<u>38</u>	6	Organizational health, safety and well being		9-3	Average formalized training hours per employee	<u>33</u>
1-4	Disputes referred to external parties	—	6-1	Lost time for injury	<u>37</u>	9-4	Percentage of employees who participate in training compared with total number of employees per year	<u>33</u>
1-5	Number, type and source of external audit findings and actions arising from these	<u>38</u>	6-2	Number of occupational accidents	<u>37</u>	9-5	Workforce competency rate	—
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2-3	Ratio of the average salary and remuneration	<u>36</u>	7-1	EBIT/revenue/turnover/profit per employee	<u>27</u>	10-3	Succession depth rate: ready now	<u>16, 34</u>
2-4	Total costs of employment	<u>27</u>	7-2	Human capital ROI	<u>6, 27</u>	10-4	Succession depth rate: ready in 1-3 years/4-5 years	<u>16, 34</u>
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Link and Motivation Group