

DEIB Data

*Unless otherwise noted, all DEIB data refers to employees of domestic and international group companies as of December 31, 2025 (or as of December 31 of each respective year for historical data).

Employee Metrics	FY2021			FY2022			FY2023			FY2024			FY2025		
	Male	Female	No answer	Male	Female	No answer	Male	Female	No answer	Male	Female	No answer	Male	Female	Other
Number of employees	779			991			1055			1093			1123		
Employees by gender	58.1%	41.9%		56.4%	43.4%	0.2%	58.0%	41.8%	0.2%	56.0%	43.8%	0.2%	56.0%	43.7%	0.3%
New graduate hires by gender ^{*1}	42.9%	57.1%		71.4%	28.6%		75.0%	25.0%		85.7%	14.3%				
Mid-career hires by gender ^{*1}	58.6%	41.4%		59.2%	40.5%	0.3%	63.0%	37.0%		54.1%	45.9%		61.0%	39.0%	
Management by gender ^{*2}	77.0%	23.0%		70.8%	29.2%		70.3%	29.7%		68.3%	31.7%		65.3%	34.7%	
Senior positions by gender ^{*3}	-	-		80.3%	19.7%		79.9%	20.1%		79.4%	20.6%		78.4%	21.6%	
Executive officers by gender	88.2%	11.8%		79.1%	20.9%		78.0%	22.0%		83.0%	17.0%		81.4%	18.6%	
Board members by gender	87.5%	12.5%		84.6%	15.4%		93.3%	6.7%		100%	0%		84.6%	15.4%	
Title upgrade rate (past year) ^{*4}	-	-		54.7%	59.3%		51.5%	53.6%		51.6%	49.2%		45.1%	46.6%	
Senior positions ratio by gender ^{*3}	-	-		22.1%	7.1%		23.3%	8.3%		25.8%	8.6%		27.6%	9.8%	
Ratio of employees aspiring to senior positions by gender ^{*5}	-	-		-	-		-	-		-	-		63.1%	43.6%	100%
Ratio of employees aspiring to management careers by gender ^{*5}	-	-		-	-		-	-		-	-		38.7%	33.0%	0%
Annual salary (yen) ^{*6}	7,832,117	6,291,482		8,188,739	6,759,661		8,504,116	6,971,014		8,638,620	7,082,116		8,875,879	7,317,930	
Parental leave ratio ^{*7}	59.4%	100%		65.8%	100%		65.9%	100%		61.4%	100%		83.3%	100%	
Average days of parental leave taken ^{*8}	41.8	299.9		114.9	263.1		85.3	257.2		88.3	259.1		98.6	300.3	
Return from parental leave ^{*9}	100%	100%		100%	100%		100%	100%		100%	100%		100%	96.8%	
Retention rate after return from parental leave ^{*10}	-	-		-	-		-	-		82.1%	95.5%		75%	92.3%	
Working parents ratio ^{*5}	-	-		-	-		-	-		-	-		46.2%	38.3%	

*1 Data represents the number of new hires from January 1 to December 31 each year.

*2 "Management" includes team leaders and above (including executive officers).

*3 "Senior management" refers to those with Job Grade 6 or higher.

At Uzabase, this level is defined as individuals who are capable of envisioning and executing solutions to business challenges entrusted by executive leadership.

*4 Data represents the share of employees who were with the company as of January 1 of each year and received at least one job grade promotion (including subgrades) by the end of that same year.

*5 Based on results from the organizational survey conducted in May 2025.

*6 Data represents the actual annual compensation paid during the year, including overtime pay. For employees who joined mid-year or were on leave, estimated annual salary is calculated based on their job grade as of year-end. Data covers domestic operations only.

*7 Data represents employees who began parental leave out of those eligible each year, covering domestic operations only.

*8 Data represents employees who began parental leave in 2025. For those still on leave, figures are based on the scheduled end date. Data covers domestic operations only.

*9 Refers to employees in Japan who completed parental leave within the year.

*10 Refers to employees in Japan who completed parental leave in the previous year and remained employed as of December 31 of the current year.

Career Trends	FY2021	FY2022	FY2023	FY2024	FY2025
Mid-career hires *1	97.2%	97.5%	96.2%	94.3%	100%
Fresh graduates *1	2.8%	2.5%	3.8%	5.7%	0.0%
Referral hiring ratio *1	-	-	-	17.1%	17.8%
Number of employees transferred through UB Career Challenge *11	-	-	-	-	7
Average tenure	-	2 years 6 months	3 years	3 years 3 months	3 years 8 months
Turnover rate *12	-	13.3%	14.1%	15.1%	12.5%
Employee Engagement	FY2021	FY2022	FY2023	FY2024	FY2025
Evaluation of company at recruitment platforms *13 (Score in parentheses is the internet industry average)	4.47 Top 1% of companies (3.37)	4.40 Top 1% of companies (3.40)	4.29 Top 1% of companies (3.44)	3.92 Top 1% of companies (3.46)	3.98 Top 1% of companies (3.48)
Positive response rate in employee engagement survey *14	-	85%	81%	79%	81%
Survey response rate *14	-	98%	98%	98%	98%
Sustainable Workstyle	FY2021	FY2022	FY2023	FY2024	FY2025
Remote work implementation rate *15	100%	100%	99.5%	99.9%	99.7%
Average overtime hours *16	-	-	13:10	10:54	9:56
Average number of paid leave days taken *17	-	-	-	8.4	9.3
Annual paid leave utilization rate *17	56.1%	57.4%	62.7%	64.4%	66.0%
Long Vacation utilization rate *18	-	86.0%	88.4%	85.6%	92.4%
Diversability *19	FY2021	FY2022	FY2023	FY2024	FY2025
Number of diversability employment rate and diversability hires (in parentheses) *20	2.13%(7)	2.04%(7)	2.89%(17)	2.40%(18)	2.87% (21)
Global Footprint	FY2021	FY2022	FY2023	FY2024	FY2025
Number of nationalities and regions represented	16	15	15	14	14
Share of non-Japanese employees	-	-	-	15.3%	15.7%
Ratio of non-Japanese employees in management *2	-	-	-	-	9.1%
Ratio of employees with global experience *21	-	-	-	-	29.9%
Health & Safety	FY2021	FY2022	FY2023	FY2024	FY2025
Number of work-related accidents	0	0	0	0	0

*11 Number of employees who made an internal transfer through the UB Career Challenge (UCC) program during each calendar year. UCC is a program designed to explicitly position internal mobility as one of the options available when employees consider their next challenge, alongside changing jobs or starting a business, so that they can take on work in the field or function they want to pursue through their own initiative.

*12 Data calculated as the ratio of employees who left the company during the year to those employed at the beginning of the year.

*13 Based on Uzabase's company page on the [OpenWork](#) platform (data as of April 2022, July 2023, June 2024, June 2025, and February 2026).

*14 Based on results from the most recent organizational survey each year conducted by Qualtrics (January 2022, January 2023, February 2024, and May 2025). The percentage of positive responses reflects the share of employees who selected the top two ratings on a 5-point scale (Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree). Results reflect regular employees only.

*15 Represents the percentage of employees working remotely, excluding those required to work on-site five days a week, covering domestic operations only.

*16 Total annual overtime hours for each year, calculated based on statutory overtime hours and including work performed on legal holidays. Covers employees employed as of December 31 of each year. Data covers domestic entities only.

*17 Calculated using the [Ministry of Health, Labor and Welfare's methodology](#). Covers only domestic entities

*18 Uzabase offers a "Long Vacation" system allowing employees to take two 7-day consecutive vacations per year in addition to annual paid leave.

*19 Diversability: A coined term combining "diverse" and "ability," borrowed from a [community initiative](#) aiming to redefine perceptions of disability through collective engagement.

*20 Data represents Uzabase, Inc. employees as of December 31 each year.

*21 Based on the May 2025 organizational survey. "Global experience" includes at least one of the following: (1) being from a country other than Japan or having mixed origins; (2) having family members from a different country living in the same household; or (3) having lived abroad outside one's country of origin for over one year.