

Recruit Holdings Co., Ltd.

InsideOut

2021

RECRUIT GROUP PROFILE



Throughout the world in 2021, the coronavirus continued to spread, creating crushing levels of anxiety and unprecedented challenges. Throughout the waves of the pandemic, the most vulnerable communities, specifically those in emerging economies, were disproportionately impacted. The result is a further deepening of social disparity and inequality. Many countries and regions around the world still do not have sufficient access to the vaccines and medical care they need, and people's health and lives continue to be threatened.

Our globalized society has now acknowledged the fact that "No one is safe until everyone is safe." Humanity has never been more interconnected, and the pandemic has forced us to confront a stark truth — that our survival relies on the health of the global society and of the planet we all share. Faced with this crisis, we must ask ourselves a question: How do we contribute to a better, more sustainable future?

Recruit Group businesses and organizations across the globe have been discussing this question, and our response was triggered by one shocking figure from an OECD study*. It indicated that nearly 40% of the world's population would fall below the poverty line after three months without income.

Work is the foundation of people's lives, and it is also the foundation of Recruit Group's business around the world. We believe we can do something significant to help eliminate the poverty that unemployment causes and the serious

social problems that poverty creates. Our "Commitment to Sustainability" — announced in May of this year — was born from intensive discussions on the topic.

Condensed into the phrase "Prosper Together," this commitment is one of the pillars of our management strategy. It expresses Recruit Group's determination to ensure our success is also our stakeholders' success and that we are committed to making a positive impact on society and the planet throughout our corporate activities. Chapter 2 of this report, "Our Impact," provides details of our commitment, which sets environmental, social and governance (ESG) targets to achieve by fiscal year 2030, all to realize a more sustainable and prosperous future.

This report profiles the current state of Recruit Group, showing our desire to continue creating new value even during times of momentous change. Even though it is hard for us to meet face to face, we are leveraging technology to connect faster, simpler and more closely, and to fuel co-creation and collaboration that transcends business boundaries and physical distance. We are dedicated to providing prompt support for urgent issues and convenient, secure solutions using technology. Recruit Group employees are inspired and empowered to create a world in which all can prosper together. Their stories, included within this report, shed light on how we are making that happen.

Recruit Group wishes to express its deepest gratitude to all those who have stepped up throughout the pandemic to

help their communities. We too are striving to ensure and promote the health, safety and wellbeing of our communities, including our colleagues and their families, customers, and business partners. We will do our utmost to ensure that everyone can "Follow Your Heart" in the years to come across our shared planet.

Recruit Group Profile: Inside Out 2021 Editorial Team
December 2021

To learn more about Our Commitment to Sustainability, please read this section:

[Our Impact ↗](#)

For more about the action taken by each SBU, see these sections:

[HR Technology SBU ↗](#)

[Media & Solutions SBU ↗](#)

[Staffing SBU ↗](#)

*Source: OECD "How's Life? 2020"

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Message from Our CEO

Continuing to create products and services that wow the world



Hisayuki "Deko" Idekoba

President, CEO, and Representative Director of the Board

Inside Out

Deko calls himself a "history geek" and secretly dreams of the day he debuts as a historian.

I am delighted to present this year's *Recruit Group Profile: Inside Out 2021*.

Throughout my career, and particularly as I have the opportunity to serve as president, CEO and representative director of the Board of Recruit Holdings, my passion has been to find better ways of doing things using technology. I am constantly thinking, "Couldn't this be faster and easier?" and "How can we make this more convenient?"

When I joined Recruit in 1999, I took on the challenge of transforming our magazine business, such as *Jalan* (a travel magazine) and *Hot Pepper** (on beauty and dining). I later began exploring ways to expand Recruit's reach beyond Japan and to promote the Group's global strategy.

It was at this time that I fell in love with *Indeed*, a human resources (HR) technology company with a mission similar to our own. But more than that, it was also a business focused on finding a better way to help people get jobs. Fortunately, I was able to convince Indeed to join us, and ever since, they have contributed significantly to fulfilling our mission of creating "Opportunities for Life."

We have greatly expanded our global reach over the past decade, all while seeking to make progress toward our mission. Today we are operating in over sixty countries.

Although we are among a small group of companies competing with global tech giants, our mission-driven approach ensures that we provide value to the world. We leverage the depth of our data in focused areas such as HR matching and improving productivity at Japanese SMEs. I believe it is vital for us to come up with innovations that no one else can match thanks to our hands-on experience and our willingness to take on tedious work, all while continuously incorporating evolving technologies.

We will continue to create products and services that make life easier and more convenient and make people wonder, "How did we live without them?" Contributing to society in this way is what gives us the greatest joy. We look forward to your continued support as we begin the next stage of our journey.

*Japanese only

01 About Us

Recruit Group

Recruit Group in Numbers
History of Our Value Creation
Vision, Mission & Values

Our Value Creation Model

Our Strength Comes from Within
Human Capital Management Philosophy
COO Message
Expert Opinions
Leadership
Group Structure
Our Corporate Strategy
CEO Interview





Consolidated Results for FY2020

Revenue
¥2.26 trillion

Adjusted EBITDA
¥241.6 billion^{*1}

Adjusted EPS
¥82.56^{*2}

[Latest financial results ↗](#)



Global Footprint

Countries served
60+

Employees around the world
46,800^{*3}

[See p. 15 ↗](#)



HR Technology SBU

Indeed: Monthly unique visitors
200 million+^{*4}

Glassdoor: Reviews, salaries, and insights:
100 million+^{*5}

[See p. 33 ↗](#)



Media & Solutions SBU Air Business Tools

Sizeable growth opportunity:
No. of potential locations
Approx. **2,900,000**^{*6}

AirPAY accounts
Approx. **241,000**^{*7}

Multi-service accounts
Approx. **155,000**^{*7}

[See p. 48 ↗](#)



Staffing SBU

4th^{*8}
Largest revenue globally

[See p. 55 ↗](#)



Representation of Women (Group wide)^{*9}

All employees
51.5%

Managers
41.5%

Senior Executives
10%

[See p. 26 ↗](#)



Idea Generation (in Japan)

New business proposal submitted to Ring / Ring Dash
964^{*10}

[See p. 50 ↗](#)



Ratio of Remote Work (in Japan)

Employees working remotely
79%^{*11}

[See p. 47 ↗](#)

^{*1} Operating income + depreciation and amortization (excluding depreciation of right-of-use assets) ± other operating income/expenses.

^{*2} Adjusted profit / (number of issued shares at the end of the period — number of treasury stock at the end of the period).

^{*3} As of March 31, 2021.

^{*4} Recruit Holdings Annual Report FY2020.

^{*5} Glassdoor internal data as of September 30, 2021.

^{*6} Source: Ministry of Internal Affairs and Communications, Ministry of Economy, Trade and Industry: "2016 Economic Census-Activity Survey Results", etc.

^{*7} The numbers of AirPAY accounts and multi-service accounts are derived from the quarterly results of our FY2021 Q2 Earnings release.

^{*8} SIA (Staffing Industry Analysts), "Largest Global Staffing Firms 2020."

^{*9} As of April 2021. Aggregated by Recruit Holdings Co., Ltd., all SBU controlling companies and major subsidiaries under each SBU. "Managers" refers to all managers who have subordinates. "Senior Executives" indicates executive officers / specialist officers at Recruit Holdings and Media & Solutions SBU, and major company presidents / key function leaders at HR Tech SBU and Staffing SBU.

^{*10} As of August 31, 2021.

^{*11} As of October 2021. Average of overall Recruit Co., Ltd. in Japan.

Times and places may change, but there is one thing we always strive for: to democratize and deliver information to those who need it with incredible speed and convenience. This is how we help resolve the inconveniences and inequalities of society and provide opportunities for everyone to discover the best options for themselves. We resolve to always offer new encounters and create new value.

1960-



We started out in 1960 as an ad agency specializing in university newspapers. Just two years later, we established our “Ribbon Model” — a business model that connects individuals and companies — and published “An Invitation to Companies,” a collection of job information geared for university students. In the 1970s, we expanded the scope of our business by launching the mid-career recruitment magazine Shushoku Joho and the housing information publication Monthly Housing Information.

1980-



During this period, we launched information magazines covering various fields to meet the needs of the times, focusing on aspects such as education, housing and real estate, pre-owned automobiles, bridal, travel, dining and beauty. We took a deep dive into research on supercomputers in the 1980s, and in the 1990s shifted from information magazines to online media in pursuit of even better services for our clients.

2000-



Not only did we convert our services from magazines to the Web during this era, we also developed an online reservation management system that transformed interaction between users and clients, digitizing data to provide compelling services and benefits. We also began to expand into the global market.

2010-



We expanded rapidly and globally, acquiring US and European staffing companies and HR tech companies Indeed and Glassdoor. In Japan, we also focus on supplying dedicated business and management support via SaaS (software as a service) solutions. We now operate in over sixty countries, with our overriding goal to create a world where people can choose the best opportunities faster and simpler.

Basic Principle

We are focused on creating new value for our society to contribute to a brighter world where all individuals can live life to the fullest.

Vision

Follow Your Heart

We envision a world where individuals and businesses can focus on what really matters. The more people are free to pursue their passions, the better our future becomes.

Mission

Opportunities for Life. Faster, simpler and closer to you.

Since our foundation, we have connected individuals and businesses offering both a multitude of choices.

In this era of search, where information has become available anytime anywhere, we need to focus more on proposing the optimal choice. We seek to provide "Opportunities for Life," much faster, surprisingly simpler and closer than ever before.

Values

Wow the World

What we do isn't a job. We enjoy exploring what is possible for our future. We question the status quo, fail well and overcome with resilience. We are a force for change.

Bet on Passion

We are a team of people fueled by curiosity. We respect and capitalize on each other's differences. We know that one person's crazy idea, when backed by data and research, can become the best bet.

Prioritize Social Value

We, as global citizens, strive to contribute to a sustainable society through all of our corporate activities. Each one of us is committed to seeking out the needs of society and taking action for a better future.

Our Value Creation Model

Our strength comes from within

“Bet on Passion” is one of Recruit Group’s core values based on respecting and leaning on individual differences. We respect and welcome our employees’ ideas and passions and provide them with plentiful opportunities for growth.

Recruit’s founding members were students greatly influenced by psychology. They believed in the power of intrinsic motivation, an idea that has evolved into the backbone of Recruit Group’s management system.

Betting on passion has allowed Recruit Group to quickly grasp and respond to changes in what our users and clients need, which is how we’ve continued to grow and deliver valuable services for over six decades. Our talent development and performance management systems reflect our resolve to “Bet on Passion.”



Betting on Passion

Blossoming from the inside out

1. Embrace and capitalize on diverse strengths

“Bet on Passion” is underlined by the belief that we all have valuable yet different interests, personalities and strengths. When we work together to pursue our passions, our differences can complement each other and create greater value. The combination of our different strengths and perspectives is ultimately what inspires innovation.

To turn this concept into action, Recruit holds “Will-Can-Must” interviews that are devised to help employees set career goals based on their desires and strengths, the company’s strategic vision, and the steps they’d need to take to achieve those goals. The Talent Development Committee then discusses and assigns the most appropriate jobs based on employee interests. The decisions are based on the perspectives of direct managers as well as colleagues at multiple levels.

2. Ask “What do YOU really want to do?”

Recruit Group employees are often asked, “Why are you here? What do YOU really want to do?” These questions reflect the emphasis we place on employee autonomy. We believe that it takes strong-willed people to produce stunning results. Every business we have, and every service we offer, was the brainchild of an employee with a burning desire to overcome a particular problem, challenge or disadvantage.

Our founder, Hiromasa Ezoe, said this: “Create your own opportunities and let the opportunities change you.” Recruit Group is built on our collective impulse to make positive and impactful changes in the world. To nurture that enthusiasm, we create opportunities for employees to explore and discover new interests. We also encourage them to participate in innovation-focused programs such as Ring, FORUM, and Indeed University.

3. Bank on autonomous growth

Recruit Group empowers employees by trusting them with responsibility and respecting their discretion. Engaging work assignments encourage ingenuity and inspire feelings of accomplishment that boost confidence and further motivate employees. We place great emphasis on giving employees decision-making powers to achieve results, even if those outcomes seem beyond their current skill set. When individuals with great passion proactively seize an opportunity — even if they lack the initial aptitude to properly execute the task — we support them in every way and push them to the limit. That is what “Bet on Passion” is all about.

This is how the Staffing SBU’s unit management system and the HR Technology SBU’s post-acquisition governance work. By trusting and encouraging each organization

to exercise autonomy, we create more room for growth and enable faster, higher-quality decision-making.

International management scholars have praised our culture of embracing differences, drawing out intrinsic motivations, and giving employees opportunities to reach their full potential, calling it a unique talent development system. We are committed to nurturing our organizational competencies, meeting the expectations of society, and achieving resiliency by always embracing change.



Ayano "Sena" Senaha
COO, Managing
Corporate Executive
Officer, and Director of
the Board

Inside Out

Sena grew up in Okinawa surrounded by nature. Her energy comes from spending time with family and local friends, and she's reportedly an expert at starting fires for barbecue.

At Recruit Group, our value is created from within. We believe that encouraging our diverse group of talented and passionate employees to fully pursue their curiosity, engage in friendly competition, and collaborate on new ideas will lead to results that exceed our expectations.

Everything we've accomplished is the result of curious individuals asking, "Why is this way of doing things so inconvenient?" and, "What if we made this possible?" Recruit management bets on ideas born out of such deep curiosity, backed up by data and facts and transformed into unbridled passion.

This idea that Recruit will always "Bet on Passion" is at the core of our values statement. Our various talent development systems reflect that, and the concept is passed down to our employees as part of our organizational culture. We all want to provide opportunities for our passionate colleagues, just like our superiors did for us.

When I look back on my own experience, for example, I was able to grow because someone always bet on me. First there was the boss who took a gamble on a twenty-something with little relevant experience or skills and gave me a position at a newly acquired subsidiary in London. Then there was the CEO of that subsidiary, my new boss, who appointed me as his successor just a year later even though I had never held a management position. I was tasked with keeping the company from falling into the red.

The fact that my superiors believed I could do so pushed me to rise to the occasion. I was desperate and lacked experience and skills, so I scrambled to find people who could do the things I couldn't. I ended up building a team of diverse talents in which we all had strengths that compensated for our weaknesses, and we were able to maximize our results.

That experience exemplifies Recruit Group's singular approach to acquisitions. Today, it is common for the management team at a newly acquired company to ask me what to do. They are ready to take orders from the new boss and parent company. But I answer, "You know better than me, so please tell me what you think is best." It's essential to share goals and mark boundaries at the beginning, but everything else is up to them as long as they don't stray out of bounds.

They have the experience and know what it takes to make their business successful. If we try to control everything, we are doing ourselves a disservice. This is why "Respect for the Individual — Bet on Passion" became a winning strategy and philosophy.

Recruit Group has accumulated a significant number of new stakeholders in recent years. To do our best for them, we must continue to evolve and provide ever-greater value to society. We don't have a magic wand to make this happen in an instant, though. Our people are still the driving force that creates our value. The best thing we can do is to provide more opportunities for our employees to heed their curiosity and explore their passions. We know they will learn by making mistakes, so we must encourage them to swing even if they miss the first time.

Expert opinions on Recruit Group's efforts



Sandra Sucher

Professor of Management Practice, Harvard Business School

Create your own opportunities, and let the opportunities change you

Recruit Group has recognized since its founding that success will depend on its people. What distinguishes Recruit Group from other companies is how well the company understands the needs and interests of the particular kind of employees it wants to attract, and how to build a company where they can thrive. The method of people management at Recruit Group is perfectly embodied in the founder's description, where the founder urges to "create your own opportunities and let the opportunities change you."

Recruit Group believes that the world is full of people with unique talents, and the role of employers is to help those talents blossom. So instead of telling each business unit what to do, leaders ask questions which foster autonomy and growth. They know that employees are more likely to explore novel ideas when they play an active role in a company, which is why managers encourage employees to think about how they want to contribute to the world and what social problems they want to solve. The challenge of Recruit Group is continuing to support its organization that is becoming

bigger and more diverse every day. In the trade-off between autonomy and consistency, Recruit Group has bet on employees' autonomy. Perhaps a middle ground may need to be found, to allow this larger and more diverse company to learn from all of the parts, and transfer knowledge for the good of all.

[Read more ↗](#)

Inside Out

When in college, Sandra was a member of a go-go dancer troupe - the Galactic Twist Queens, complete with white boots and a short skirt.



Yih-Teen Lee

Professor of Managing People in Organizations
IESE Business School

Seeking the Value of Values and Synergy in Recruit's Global Expansion

Recruit is highly results-driven, with clear focus on business targets. But what is interesting about Recruit is its approach to achieving outstanding results. To be innovative and achieve performance, Recruit gives remarkable amounts of autonomy to individuals and business units so that they can be entrepreneurial in the process of value creation.

This unique quality, which proves elusive for many companies, has the potential to propel Recruit to corporate leadership on the global stage. In my view, its culture is the critical

mechanism to balance its results-focused approach with an orientation toward caring for human beings. Recruit Group emphasizes in its vision, mission, and values statements (VMV), the social value and purpose in all the business activities and innovation of the group. In effect, the members channel their desire to serve society into individual initiatives which bring innovation and generate value for the company and the society.

To create new opportunities to generate synergy and business development, executives and leaders of Recruit must enact strategic

cultural bridging. Certainly, such an initiative needs to be carefully introduced.

Ensuring that all members of Recruit Group share a clear understanding of its culture and live up to it, is the key. This would make Recruit Group a truly global company with strong Japanese roots.

[Read more ↗](#)

Inside Out

He identifies himself as multicultural having grown up in Taiwan, received his education in Switzerland, working in Barcelona and spending family time in Paris.



Masumi Minegishi

Chairperson and Representative Director of the Board

Masumi Minegishi is Chairperson and Representative Director of the Board. He previously served as President, CEO, and Representative Director of the Board of Recruit Holdings from 2012 to March 2021. He is credited with leading the Company's transformation into a global tech company. Five years after joining the Company in 1987, Mr. Minegishi was transferred to the new business development office, where he contributed to the launch of Zexy, the bridal magazine. He became Corporate Executive Officer in 2003 and Managing Corporate Executive Officer in 2004. After leading the housing information business and consolidated numerous operations to build the SUUMO brand, he was appointed Director of the Board and Managing Corporate Executive Officer in 2009.



Rony Kahan

Director of the Board (Non-Executive)

Rony Kahan was appointed Director of the Board of Recruit Holdings in 2018. He has also served as Chairman and Director of the Board of Indeed since 2013. Mr. Kahan started his career in the HR industry in 1998 by co-founding jobsinthemoney.com, which became the leading job site for finance professionals. In 2003 he sold the business, and the following year co-founded Indeed with the mission to help people get jobs. This novel approach to the job search market caught the attention of Recruit Holdings, which acquired Indeed in 2012. Working together with the new leadership team, Mr. Kahan successfully grew Indeed into the world's leading job search engine.



Hisayuki Idekoba

President, CEO, and Representative Director of the Board

Hisayuki "Deko" Idekoba is President, CEO, and Representative Director of the Board of Recruit Holdings. He previously served as COO and Executive Vice President overseeing the Company's business operations and was appointed a Director of the Board in 2019. Mr. Idekoba has led the digital transformation of the Company's numerous businesses include Jalan, a travel service, and Hot Pepper Beauty, a beauty salon reservation service. During this time, he was responsible for transitioning print publications and marketing into online businesses, and making online booking common in the Japan market. In his previous role as Corporate Executive Officer, he led the acquisition of Indeed and later served as CEO and President of Indeed, transforming the Company into the leading global HR technology company it is today.



Naoki Izumiya

Outside Director of the Board
(Non-Executive, Independent)

Naoki Izumiya, who is Honorary Advisor of Asahi Group Holdings, Ltd., has served as an outside Director of the Recruit Holdings' Board since 2018. Before his current role, he promoted the growth of Asahi Group companies and spearheaded acquisitions including Calpis Co., Ltd. He expanded the business globally to Oceania, south east Asia and Europe. Mr. Izumiya served in various roles at Asahi Breweries, Ltd. including Senior General Manager of Strategy Planning Headquarters, General Manager of the Tokyo Branch and Public Relations before he was appointed President and Representative Director of Asahi Breweries, Ltd. in 2010.



Ayano Senaha

COO, Managing Corporate Executive Officer,
and Director of the Board

Ayano "Sena" Senaha is COO, Managing Corporate Executive Officer in charge of Human Resources and General Affairs Division, Finance Division, Risk Management Division, and Corporate Planning and Sustainability Transformation in the Corporate Planning Division, and Director of the Board. She has played a major role in the rapid globalization of the Company, leading and contributing to a series of post-merger integrations. Six years after joining the Company, she was transferred to the newly acquired Advantage Group Limited in London in 2012. She skillfully turned around its financial performance after being appointed Managing Director in 2014. She became Corporate Executive Officer of the Company, Chief of Staff at Indeed in 2018, and Director of the Board of Recruit Holdings in 2020. She is credited with aiding the development of a corporate governance structure that neutralizes risks while enabling quick decision-making.



Hiroki Totoki

Outside Director of the Board
(Non-Executive, Independent)

Hiroki Totoki, who is Executive Deputy President, CFO, Representative Corporate Executive Officer, and Director of the Board of Sony Group Corporation, has served as an outside Director of the Recruit Holdings' Board since 2018. In previous roles at Sony Corporation, he contributed to the launch of Sony Bank, Inc., and led Sony's Business Strategy, Corporate Development, Finance, and New Business Development departments. In 2014, Mr. Totoki led the structural reformation of the smartphone business as President and CEO of Sony Mobile Communications Inc. Previously, he served as Representative Director and CFO of Corporate Executive Officer of So-net Entertainment Corporation.

Standing Audit & Supervisory Board members



Yukiko Nagashima

Standing Audit & Supervisory Board Member

Yukiko Nagashima assumed her current role as a standing Audit & Supervisory Board member for Recruit Holdings in 2016. She started out in Recruit Holdings' HR business and transferred to the HR department in 1995, where she led talent management initiatives. In 2002, she spearheaded the growth of Zexy bridal business. In 2006, Ms. Nagashima was appointed Corporate Executive Officer. Two years later, she became President and Representative Director of Recruit Staffing Co., Ltd., where she promoted productivity-focused work styles and diversity and inclusion in the workforce.



Akihito Fujiwara

Standing Audit & Supervisory Board Member

Akihito Fujiwara has served as a standing Audit & Supervisory Board member for Recruit Holdings since 2014. He joined the Company in 1986 and managed the Company's transition to an online business model, building a new business structure within the information network and internal IT systems departments. In 2004, as head of the Company's umbrella organization for IT, Mr. Fujiwara established company-wide IT management processes. He was appointed Corporate Executive Officer in 2006, and went on to head the automotive division and then the advertisement optimization organization.



Yoichiro Ogawa

Outside Audit & Supervisory Board Member (Independent)

Yoichiro Ogawa was appointed an outside Audit & Supervisory Board member of Recruit Holdings in June 2020. He holds over 30 years of auditing, accounting, and leadership experience with Deloitte Touche Tohmatsu LLC. He served in various roles, including Partner, Vice Chairman of the Board of Directors, Asia-Pacific Region Representative, and CEO of Deloitte Tohmatsu Group, leading the enhancement of the brand value within Japan, and driving cooperation with countries across regions. Mr. Ogawa founded the Yoichiro Ogawa CPA Office in 2018.



Katsuya Natori

Outside Audit & Supervisory Board Member (Independent)

Katsuya Natori was appointed an outside Audit & Supervisory Board member of Recruit Holdings in 2020. He worked at several law offices and JXTG Nippon Oil & Energy Corporation before joining Apple Japan, Inc. in 1995. In 1998, he became General Counsel at Oracle Information Systems (Japan), and in the mid-2000s, he took on multiple leadership roles at IBM Japan, Ltd. Mr. Natori founded the Natori Law Office in 2012 and in 2020 became Managing Partner of ITN Partners. He also serves on the Board of Directors of Olympus Corporation and is Supervisory Director of Global One Real Estate Investment Corporation.

For information on our corporate executive officers, please refer to '[Recruit Holdings Announces Leadership Structure for FY2021](#),' published February 15, 2021.

Recruit Group started out in 1960, placing job advertisements for clients in university newspapers in Japan to attract students. We have been creating and operating matching platform businesses connecting individual users and business clients ever since.

Today, our matching platforms use technology and data to provide individual users around the world with the best possible choices and help business clients boost their operational efficiency, enabling simpler and faster matching services all around.

While connecting individual users and business clients, we position data security and privacy — including the protection of individual users’ privacy — as a material foundation for our corporate activities and have established appropriate structures and measures to support that position.

We run our businesses through three strategic business units (SBUs): HR Technology, Media & Solutions, and Staffing. We established headquarters for

each SBU to reinforce swift, global decision-making. This organizational structure enhances the management capabilities of the SBUs and enables each headquarters to execute its own strategies.

The SBU structure also enables the holding company to focus on and strengthen its own functions, including strategic planning and execution, as well as group governance and monitoring. We intend to increase our enterprise value through these positive aspects of the SBU structure.

As of March 31, 2021, Recruit Holdings has 351 subsidiaries and 8 affiliates.

HR Technology SBU

HR Technology SBU consists of Indeed, acquired in 2012, and Glassdoor, acquired in 2018, and operates in more than sixty countries.



HR Technology SBU provides cutting-edge technological solutions that help job seekers and employers navigate recruitment and hiring.

Media & Solutions SBU

Media & Solutions SBU has two business components: Marketing Solutions and HR Solutions. Marketing Solutions runs an online advertising platform for businesses in diverse industries, including housing and real estate, beauty, bridal, education, travel, and dining. HR Solutions operates media platforms that supply information about jobs to support enterprises in their recruiting activities. We provide SaaS (software as a service) solutions for both that help enterprises streamline their business operations.



Staffing SBU

Staffing SBU operates a comprehensive temporary staffing service, primarily in North America, Europe, Australia and Japan. Staffing SBU promotes flexible and diverse working styles to satisfy the needs of job seekers and companies in the ever-changing world labor market.



Recruit Group's three-point business strategy (below) is the foundation for maximizing our enterprise value. The strategy supports our quick-response attitude to the rapidly changing business landscape and our identification of global opportunities that enable us to prosper together sustainably with all our stakeholders.

1

Simplify Hiring

Help dramatically improve matching to connect people with jobs faster and easier

Recruit Group's HR matching strategy employs technology and data to dramatically improve the quality and speed of matching, simplifying the hiring process across the vast global HR matching market. Our long-term vision is to leverage the combination of many years of candidate-matching data with AI and machine learning technology to more quickly, effectively and equitably connect job seekers and employers, with the ease of pushing of a button*

2

Help Businesses Work Smarter

Help improve the performance and productivity of client businesses in Japan through SaaS solutions

We support further improvement of the performance and productivity of our business clients in Japan. We are transforming the services we offer them and building an ecosystem that supports business operations such as customer acquisition, customer relationship management, hiring, workforce management, and payments.

3

Prosper Together

Seek sustainable growth that every stakeholder shares

We believe that making a positive impact on society and the global environment through our corporate activities — and thereby prospering together with all our stakeholders — is the key to achieving sustainable growth. We have therefore set targets for environmental, social and governance (ESG) as a corporate strategy.

*1 Further details of the Corporate Strategy can be found in the [Annual Report FY2020](#) translated from "Yukashouken Houkokusho", Business Overview, Management Philosophy and Strategies (page 19).

*2 Recruit Group is aware there may be legal restrictions in this area and so will endeavor to ensure that our work meets those requirements.

CEO Interview

For a future where people can find a job with the ease of pushing a button

Recruit Public Relations team members (and former newspaper reporters) interviewed Recruit Holdings President and CEO Hisayuki “Deko” Idekoba. He reveals the background of his management philosophy and why he came up with [the sustainability commitment](#), which was announced on May 17, 2021. (The following is an excerpt from an interview conducted in May. Please visit [our website](#) for the full text.)

Interviewers

Yusuke Natsume

Corporate Communications Group
External Communications 1
Department, Public Relations &
Sustainability
Brand Promotion Office
Recruit Co., Ltd.

Inside Out

Yusuke once worked for the São Paulo Newspaper in Brazil and covered the 2014 World Cup.

Suzuko Okui

Public Relations & Sustainability
Public Relations & Brand Promotion
Office, External Communications 1
Department, Sales Promotion PR 1 Group
Recruit Co., Ltd.

Inside Out

Suzuko joined Recruit Career in 2016 after working as a reporter for the Asahi newspaper. Her current interest is learning how to fall asleep while stretching on the floor.



What do you mean by a “world where you can get a job at the push of a button” mentioned at the May 2021 financial results presentation?

An experience in Jakarta around 2010 triggered my interest in the HR industry. I met a woman, a professional hitchhiker* carrying a baby, and asked if there were any other jobs out there for her. She told me that she didn’t know how to look for another job. In some countries, there were no jobs posted anywhere.

*Riding in someone else’s car and getting paid for it was devised as a countermeasure to a government regulation that states no one can drive in Jakarta unless there are at least three people in the car.

Wow, it is so difficult!

“This can’t be good for the people or the country’s economy,” I thought. At the time, I was in charge of finding M&A opportunities at Recruit Holdings, so I had many connections with investors. Many people said that HR was not a sexy industry — it was too niche. But I thought it was essential for people to get jobs, so I believe this business is very meaningful.

CEO Interview

For a future where people can find a job with the ease of pushing a button

I see, and the HR field is one of Recruit's primary businesses.

Yes, but providing services to more people at a low price made it unrealistic to deploy salespeople all over the world to collect job information, which was Recruit's method at the time. Then I found that I could do this by using the search engine technology online. That's why I fell in love with Indeed.

So that's how you got involved with Indeed. Over a decade has now passed, and Recruit Group has set out to create a world where people can get a job, quickly and simply, with the push of a button, as you announced recently.

As we expanded our services to various countries, we were able to collect data and learn many things along the way. For example, more than 100 million people will apply for dozens of jobs in a year, and most get no response.

Really?

Yes. For example, let's say 1,000 people apply for a job at a restaurant in India. The restaurant doesn't have the resources to contact 999 people to tell them they're not hired, so those applicants get no response. They never know if they've been rejected or not.

If I were a job seeker, that would be frustrating.

Yes, and we know that if someone is unemployed for three months there is a high possibility that that person will fall into poverty. That's why it's better to prevent this from happening.

Many other parts of the job application process — like screening the documents, setting the interview date and time, interviewing the candidate, and so on — take up a lot of time and resources for both the employer and the job seeker. Every step requires patience and time, making it time-consuming to get from application to interview to finally being hired. There are various issues affecting each step.

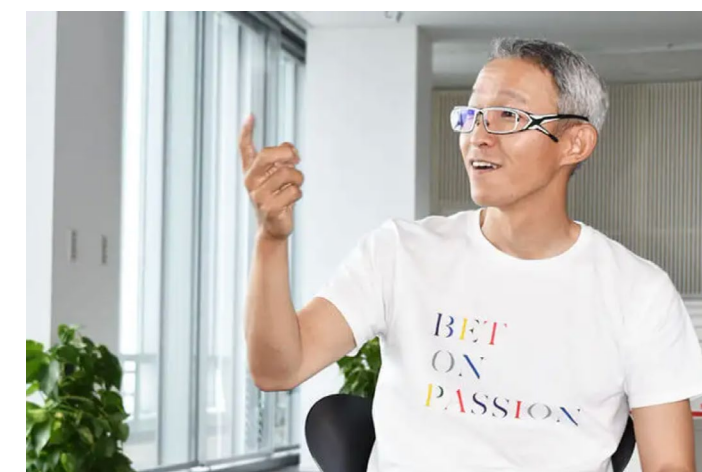


The COVID-19 pandemic made it very difficult to have in-person job interviews.

That's right. Last year, Indeed launched Virtual Interviewing. When you look at each step of the hiring process in detail, there are many things that make you wonder, "Is this really the best way?" I believe there are social issues that can be solved by using technology to streamline these processes. As a benchmark, Recruit Group has decided to [reduce the time it takes to get a job by half by 2030](#).

I'm seeing a connection between the lack of response, poverty, and halving the time to find work. Could you tell us how getting there "with the ease of pushing of a button" fits into that narrative? Do you mean cutting down the hassle of the process so that you can get some kind of job with one click? Does it also mean you can find a suitable job?

From the product development side, there is a huge difference between those two. From the user's perspective, both are essential. Everyone is happier when they can find a job that suits them, right? If the job is right for you, you'll have a better chance of making a decision that helps you get a job faster. That's why we are trying to develop a product that can recommend jobs that suit each individual.



Are you saying that an AI will automatically select jobs for you?

No, our AI technology will only recommend jobs suitable for that individual. It's up to the individual to decide whether to accept those recommendations.

Some people may find it strange for an AI to recommend a job to them.

That may be true. But looking at it realistically, reportedly only 4% of people in the US actually meet the recruiter who introduces them to the perfect job. I'd like to bring this experience to as many people as possible. However, we can't just call billions of people and interview them to find their perfect fit. This is where technology helps automate the process.

CEO Interview

For a future where people can find a job with the ease of pushing a button

Do you think this could change the job seeker's sense of choice and decision-making process?

That will be a consequence of how the individual uses the tools. Some people say that the internet and smartphones lack human warmth, but those technologies also bring value because they can connect you with someone you haven't seen in years.

Certainly. With the pandemic, more attention is being paid to value.

I think that human nature will not change so much. For example, I don't believe we will have the same health management apps a century from now, although I think there will still be people who eat too many delicious foods. The nature of human beings will not change as technology evolves — only the tools that surround them. And it is clear from history that the trend will be toward cheaper and more convenient products for more people.



I see. So you're saying you want to provide a tool to shorten the time to get hired by half.

Yes. Whether this tool is the right one is a question we cannot answer at this time. However, I know for a fact that there are hundreds of millions of people who want to work but are unable to get jobs. As I mentioned, if their unemployment status doesn't change for three months, the chances that they will fall into poverty are high. I want to develop a practical tool that prevents that scenario. I have a mental picture of a world where people can get a job as quickly and simply as possible with the push of a button.

I think I understand what you mean when you say "a mental picture." It's an ideal of the future that is not easy to achieve.

It's a niche thought, but I also think that we are the only company that can shorten the time to get hired by half.

Why do you say that?

Because Recruit Group has lots of data to work with. I don't think any other company in the world is confronting this area at this scale — and that is why I think we should take the most responsibility. On the other hand, if the number of people who cannot find a job does not decrease over the next 10-20 years, that's on us. Even if we achieve a high growth of revenue at that time, we shouldn't be satisfied with that alone. I don't know how close we'll get to reaching this goal, but I'm going to work hard to make it happen.

Thank you very much for your time today, Deko!



A Conversation with the Recruit Holdings CEO
Volume 1: What's your role? [↗](#)



A Conversation with the Recruit Holdings CEO
Volume 2: Why HR? [↗](#)

02

Our Impact

Sustainability Commitment

- Prosper Together
- Environmental
- Social
- Governance
- Material Foundations
- Sustainability Management
- Sustainable Development Goals



Our Commitment to Sustainability

Creating a more sustainable society and better environment together



Prosper Together

We are focused on making a positive impact on society and this shared planet through all our corporate activities so that all may prosper

Recruit Group's management strategy is designed to support a sustainable future as we pursue our mission: "Opportunities for Life. Faster, simpler and closer to you."

To improve our corporate values in this era of great uncertainty, we will strive to make a positive impact on society and the environment throughout our corporate activities and based on sound governance. As a result, we believe that we will prosper together along with all our stakeholders.

Recruit Group has set specific environmental, social and governance (ESG) goals and created a system that allows our Board of Directors to monitor and discuss our progress. We are also in ongoing dialogues with our stakeholders to determine smarter ways to achieve these ESG goals.

Our 2030 ESG Goals

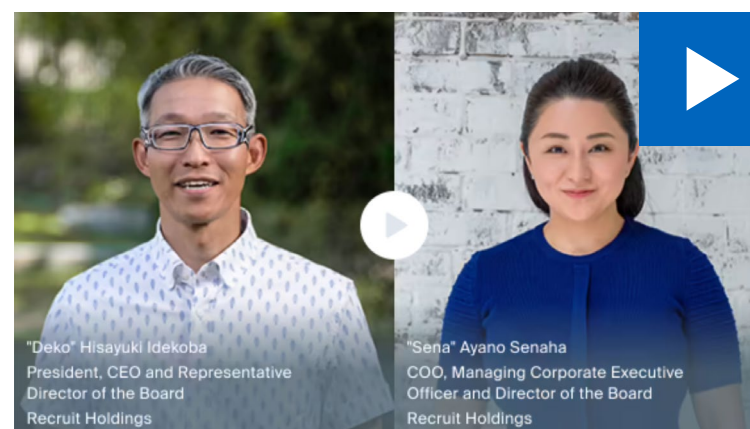
Witnessing the immense effect of the COVID-19 pandemic, we gathered to determine what we could do to intensify our efforts to support the greater good. Setting well-defined environment, society, and governance (ESG) goals was one key outcome of those discussions.

"The overall goal is very challenging and quite frankly, not something we can easily achieve on our own. That's why we want to work together with all our stakeholders," said President and CEO of Recruit Holdings Hisayuki "Deko" Idekoba.

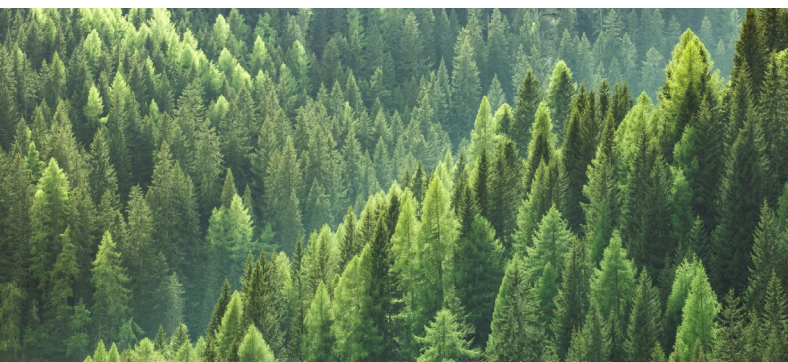
"Our business is built around jobs — an indispensable core facet of life for many people. Since Recruit Group was formed, our global job-search infrastructure services have been helping to solve social issues. However, we believe we can do so much more with our job-related data, technology and know-how." said COO, Ayano "Sena" Senaha.

"Well-defined time frames and clear goals provide us with a healthy sense of pressure. We are looking forward to reporting our progress in the future." Sena added.

The following pages offer more details on our commitment to sustainability. Please watch this video for the full message from Deko and Sena.



Our commitment focuses on sustainability to realize our mission: “Opportunities for Life. Faster, simpler and closer to you,” and set specific targets to reach by 2030*1 for environmental, social and governance (ESG).



E nvironmental

Climate Action

Become carbon neutral throughout our business activities by 2021 and our entire value chain by 2030*1,2

S ocial

Social Impact

Shorten the time to get hired by half by 2030*1,3
Help 30 million people facing barriers get hired by 2030*4

S ocial

Our People

Achieve gender parity across all employee levels by 2030*5

G overnance

Corporate Governance

Reach gender parity of the Board of Directors members including Audit & Supervisory Board members by 2030*6

*1 The years indicated are Recruit Holdings' fiscal years, which begin on April 1 and end on March 31 of the following year. All figures displayed here are approximate.

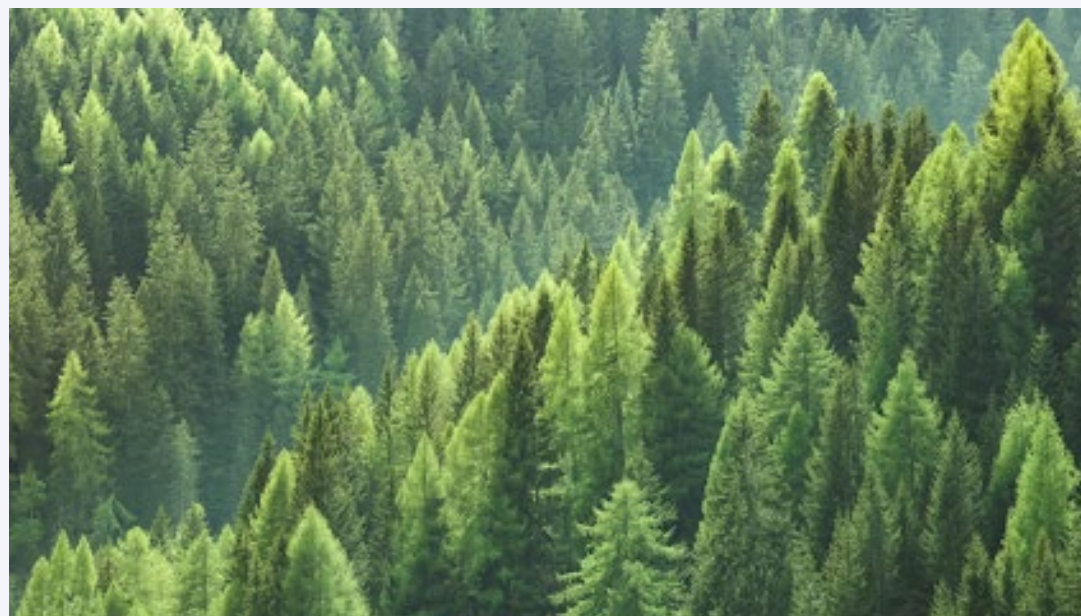
*2 Greenhouse gas (GHG) emissions generated during business activities refers to the sum of direct emissions from the use of fuels in owned or controlled sources ("Scope 1") and indirect emissions generated during the use of purchased electricity, heat or steam in owned or controlled sources ("Scope 2"). GHG emissions throughout the value chain are defined as indirect emissions from sources other than Scopes 1 and 2 ("Scope 3"). The entire value chain represents the total of Scopes 1, 2 and 3. Reaching carbon neutrality includes reducing GHG emissions as well as offsetting residual emissions.

*3 Average estimated time it takes for people to get hired after they begin applying for jobs through the Indeed online job-search platform, according to available data.

*4 Our initiatives support racial and ethnic minority groups, people without higher education, people facing barriers due to age bias, and people with disabilities. Recruit Group may also focus on overturning various other barriers, including newly emerging issues in the labor market, by FY2030. At present, the initiative includes assistance through the Indeed online job search platform as well as through partnerships with organizations such as Goodwill Industries International and Shaw Trust with whom Indeed collaborates.

*5 Senior executive roles are defined as Corporate Executive Officers and Corporate Professional Officers of Recruit Holdings and Media & Solutions Strategic Business Unit ("SBU"), as well as CEOs of Recruit Group's major subsidiaries and heads of key functions in the HR Technology and Staffing SBUs. Figures for managerial positions and employees are calculated from Recruit Holdings, SBU Headquarters, and primary operating companies of each SBU. "Managerial positions" refers to all of those that have subordinates, except for senior executive positions.

*6 The Board of Directors members are defined as directors of the Board and Audit & Supervisory Board members.



Become carbon neutral throughout our business activities by 2021 and our entire value chain by 2030^{*1,2}

Recruit Group considers climate change one of the pivotal environmental issues of our times. To ensure the longevity of our planet, we are focusing much of our energy on minimizing its impact.

^{*1} The years indicated are Recruit Holdings fiscal years, which begin on April 1 and end on March 31 of the following year. All figures displayed here are approximate.

Our approach

Climate Action

We are switching to renewable electricity in our offices, providing ongoing support to full-time and temporary staff working from home, and using sustainable data centers to reduce GHG emissions.

We will continue considering further measures toward carbon neutrality throughout our entire value chain^{*3}.

[Read more ↗](#)



^{*2} Greenhouse gas (GHG) emissions generated during business activities refers to the sum of direct emissions from the use of fuels in owned or controlled sources ("Scope 1") and indirect emissions generated during the use of purchased electricity, heat or steam in owned or controlled sources ("Scope 2"). GHG emissions throughout the value chain are defined as indirect emissions from sources other than Scopes 1 and 2 ("Scope 3"). The entire value chain represents the total of Scopes 1, 2 and 3. Reaching carbon neutrality includes reducing GHG emissions as well as offsetting residual emissions.

^{*3} Declared on May 17, 2021.



Environmental Management

In strict compliance with environmental laws and regulations, we are working to preserve our planet through the following areas:

- Through our business operations
- Recycling, reducing energy use, pollution prevention, and biodiversity preservation
- Fostering the sustainability culture and supporting employees' environmental actions

[Read more ↗](#)



Background

Almost 40% of people would fall into poverty if they had no income for three months^{*1,2}

This figure is based on data from 28 OECD countries, including many developed countries.

Work is the foundation of people's lives, and it is also the foundation of Recruit Group's business around the world.

We believe that it is our mission to do something significant to help eliminate the poverty that unemployment causes, and through that the serious social problems that poverty creates.

^{*1} Source: OCED's report "How's Life? 2020"

Reduce the time it takes for job seekers to get hired by half by 2030 compared to 2021^{*2, 3}



Having a job is one of the most important facets of life for many people. At Recruit Group, we are committed to making a positive impact on society by simplifying hiring.

We will help eliminate poverty and economic vulnerability by reducing the time it takes job seekers to get hired. We want people to be able to get a job as quickly and easily as pushing a button.

^{*2} The years indicated are Recruit Holdings fiscal years, which begin on April 1 and end on March 31 of the following year. All figures displayed here are approximate.

^{*3} Average estimated time it takes for people to get hired after they begin applying for jobs through the Indeed online job-search platform, according to available data.

Help 30 million people facing barriers get hired by 2030^{*2, 4}

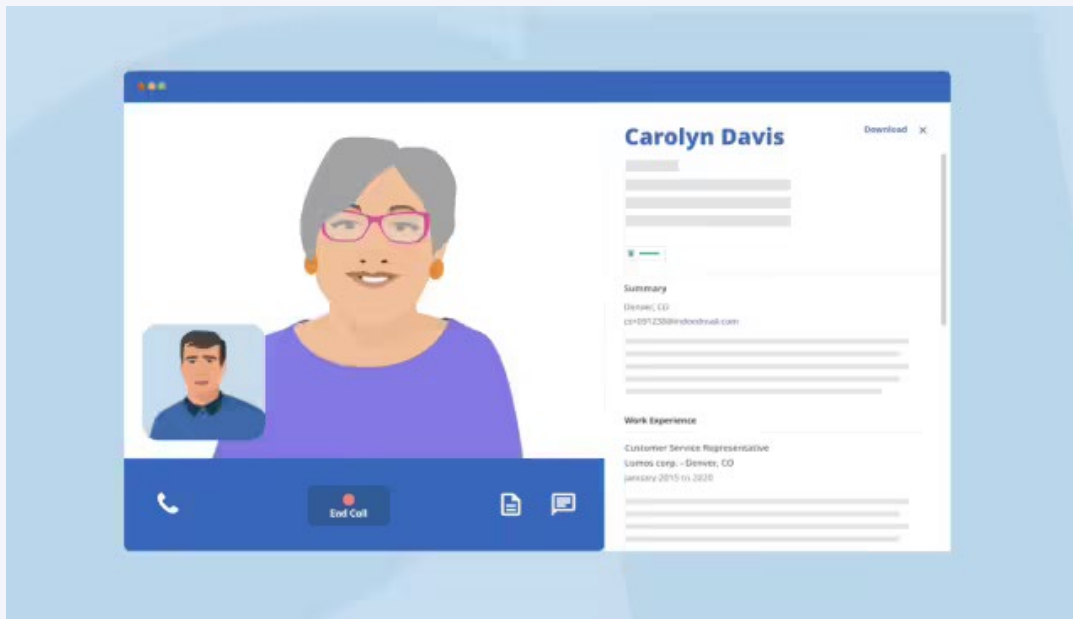


All too often, traditional hiring practices have the unfortunate potential to reinforce systemic labor market biases and barriers. That means job seekers who could be great fits for certain roles are never fully considered, are in jobs that aren't right for them, or are having to work twice as hard to find outstanding opportunities.

Our goal is to assist job seekers from vulnerable and marginalized communities overcome labor market barriers related to age, disability, race and ethnicity, and educational level.

^{*4} Our initiatives support racial and ethnic minority groups, people without higher education, people facing barriers due to age bias, and people with disabilities. Recruit Group may also focus on overturning various other barriers, including newly emerging issues in the labor market, by FY2030. At present, the initiative includes assistance through the Indeed online job search platform as well as through partnerships with organizations such as Goodwill Industries International and Shaw Trust with whom Indeed collaborates.

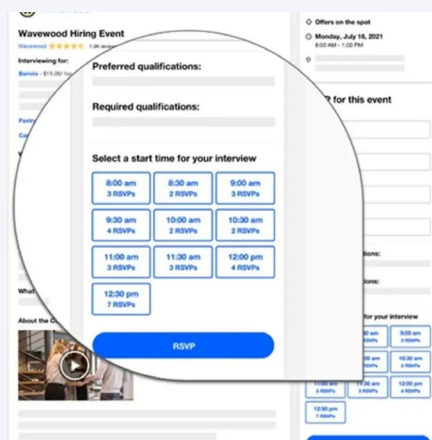
Recruitment automation technology



We continually develop initiatives to reduce the time for job seekers to get hired^{*1}, by enhancing matching efficiency using technology and data.

For example, at Indeed, one of our major subsidiaries, the Indeed Hiring Platform shortens the interview process by helping select candidates, schedule interviews, and improve communication between job seekers and employers.

Related Story



Creating lasting value out of change: how virtual interviews are redefining the interview process

[Read the Article ↗](#)

^{*1} Average estimated time it takes for people to get hired after they begin applying for jobs through the Indeed online job-search platform, according to available data.

Minimize labor market barriers

We know that labor market barriers^{*2} are difficult to remove by improving matching efficiency alone. Therefore, we seek to minimize barriers using technology and partnerships to promote inclusive hiring.



Race & Ethnicity



Disability



Age



Education

Related Stories



Partnering with Shaw Trust to accelerate employment support

Indeed

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Building confidence, skills and inclusive futures in rural Australia

Chandler Mcleoad

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A society where every individual is proud of their work

Staff Service

[Read the Article ↗](#)



Helping senior citizens get jobs in Japan

Recruit

[Read the Article ↗](#)

^{*2} Our initiatives support racial and ethnic minority groups, people without higher education, people facing barriers due to age bias, and people with disabilities. Recruit Group may also focus on overturning various other barriers including newly emerging issues in the labor market, by FY2030. At present, the initiative includes assistance through the Indeed online job search platform as well as through partnerships with organizations such as Goodwill Industries International and Shaw Trust with whom Indeed collaborates.

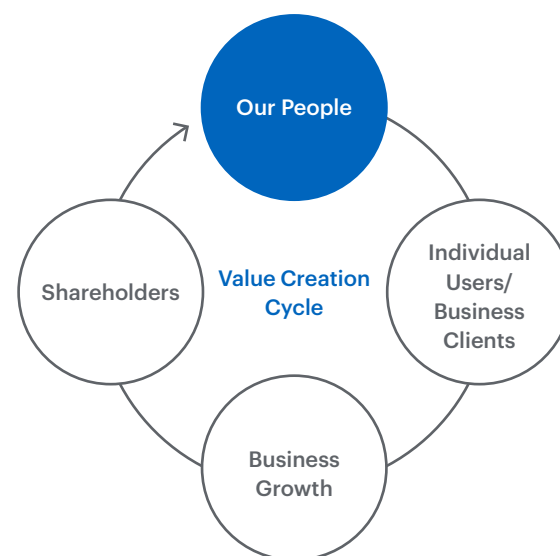


Achieve gender parity across all employee levels by 2030*1,2

Betting on the passion and ideas of our people continues to provide our competitive advantage. Our goal is to have a diverse and inclusive workforce that in turn fosters innovation.

We are rolling out further initiatives to achieve this, specifically in terms of gender parity.

It always starts from within: The Value Creation Cycle



When all our employees are empowered to foster their passions, they will be motivated to invent fresh ways to support our users as well as the society we live in. When job seekers and employers are happy with our products and services, our businesses can succeed, and we can then share our success with shareholders.

We believe we can sustainably grow our corporate value by prospering together with all our stakeholders.

[Read more ↗](#)

Our approach

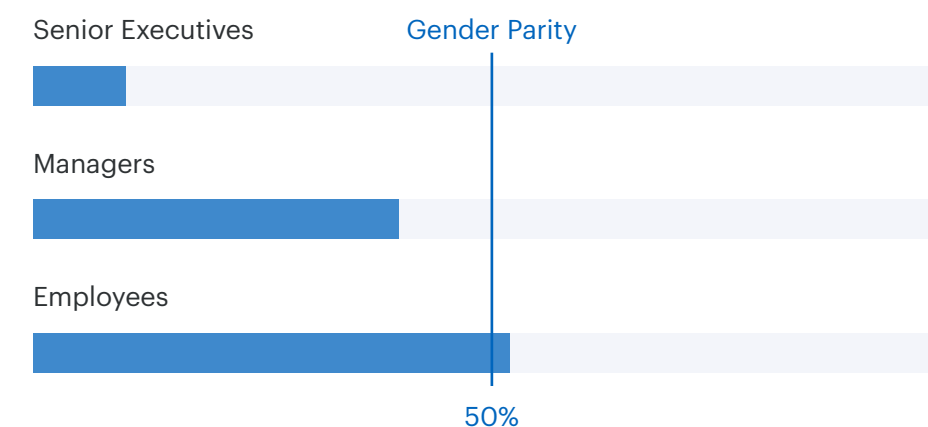
We will continue to roll out initiatives that build a diverse and inclusive workforce that will in turn drive innovation.

Recruit Group has specifically accelerated initiatives for gender diversity by setting Group-wide targets as a corporate strategy. We are committed to achieving an approximately 50% representation of women in senior executive roles and managerial positions — as well as of all employees within Recruit Group — by FY2030*1,2.

As a first step, we are focusing on gender parity. At the same time, we will encourage and support subsidiaries to address other aspects of diversity, equity and inclusion (DEI) that reflect conditions in each region, country, and business.

Representation of Women

Recruit Group: as of April 1, 2021



*1 The years indicated are Recruit Holdings fiscal years, which begin on April 1 and end on March 31 of the following year. All figures displayed here are approximate.

*2 Senior executive roles are defined as Corporate Executive Officers and Corporate Professional Officers of Recruit Holdings and Media & Solutions Strategic Business Unit ("SBU"), as well as CEOs of Recruit Group' major subsidiaries and heads of key functions in the HR Technology and Staffing SBUs. Figures for managerial positions and employees are calculated from Recruit Holdings, SBU Headquarters, and primary operating companies of each SBU. "Managerial positions" refers to all of those that have subordinates, except for senior executive positions.

Our Commitment to Our People

Diversity, Equity and Inclusion (DEI)

The basic principle of Recruit Group is “creating a brighter world where all individuals can live life to the fullest.” This core principle informs our central message — “Follow Your Heart” — to create a world where individuals and businesses can focus on what really matters to them.

People and organizations reveal their greatest strengths when they are free to pursue their internal motivations — their ambitions, dreams, desires, and passions. Empowered to follow these inspirations, people and organizations will blossom and realize their full potential. People’s wellbeing will be assured, and they will ultimately create a better future for all of us.

To Recruit Group, diversity, equity, and inclusion (DEI) means cherishing each individual regardless of class, race, color, sex, language, religion, gender, age, political or other opinion, national or social origin, nationality, property, sexual orientation, gender identity, disability, birth or other trait. We cultivate a culture that respects different opinions, and since our foundation have always sought to create meaningful new value for both society and Recruit Group itself.

In today’s rapidly changing society and a time of growing uncertainty, our employees celebrate and value DEI. We work to provide all people with the tools and opportunities they need to make autonomous decisions and build a better society.

DEI Initiatives at Recruit Group

Recruit Group cherishes DEI in every facet of its organization, and is pursuing various initiatives to promote DEI all around the world.



International Women’s Day 2021 at Recruit Group

[Recruit Group](#)

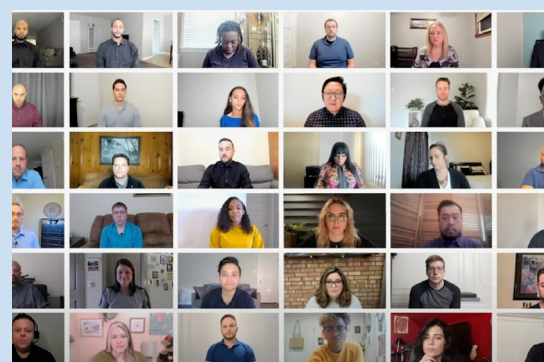
[Read the article ↗](#)

Diversity and inclusion progress driven by perpetual learning

[Recruit](#)

[Read the article ↗](#)

Contributing to the promotion of DEI in society through our business



Battling against the pay gap: a social experiment at Indeed

[Indeed](#)

[Read the article ↗](#)

A new tool for promoting DEI at Glassdoor

[Glassdoor](#)

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Helping young people get jobs

[Recruit](#)

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Breaking down unconscious bias

[UNIQUE the Netherlands](#)

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Reach gender parity among the members of the Board of Directors and Audit & Supervisory Board by 2030*1,2

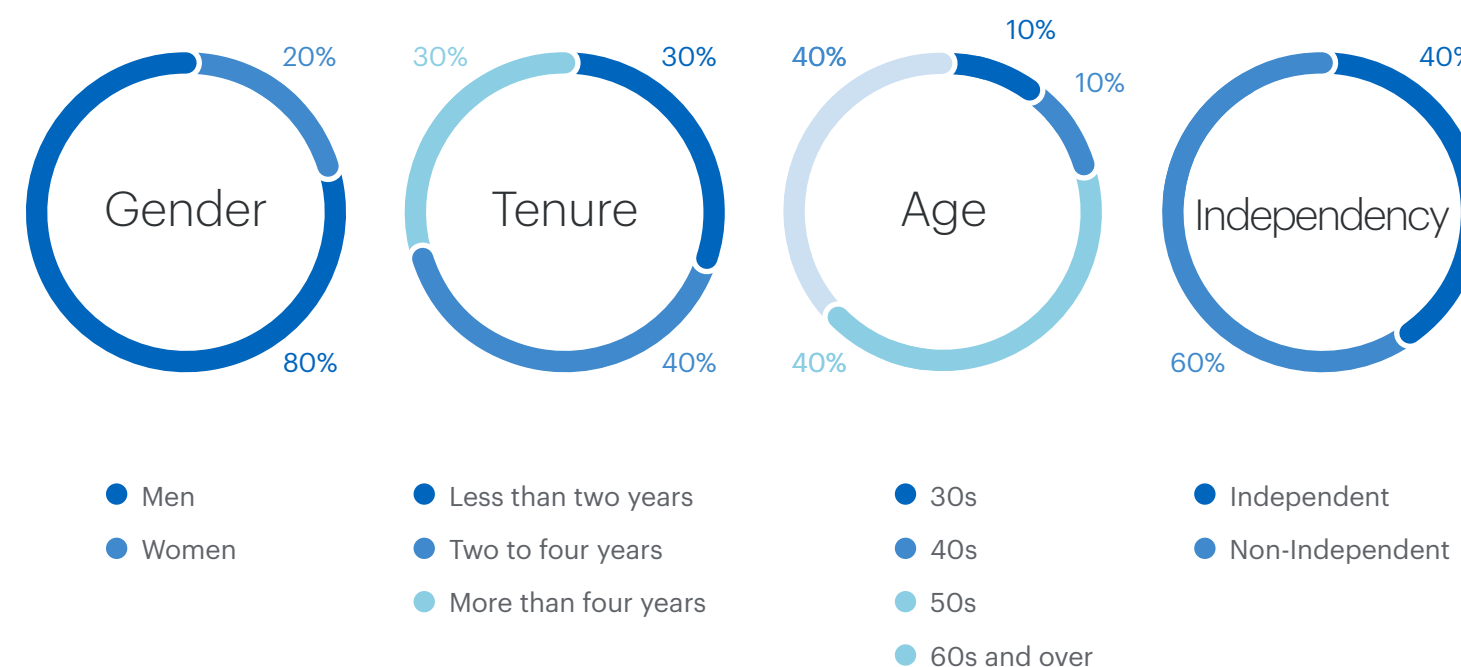
Recruit Group is committed to building a more diverse Board to enhance the soundness and transparency of our corporate governance and its structure, which in turn influences the quality of our decision-making.

Our approach

By improving diversity, we believe our company will benefit from more sophisticated skills, greater professional experiences and varied backgrounds. The immediate goal is to achieve gender parity among the members of the directors of the Board and Audit & Supervisory Board members by 2030*1. With that in mind, we will propose diverse candidates for election at the Annual Meeting of Shareholders of Recruit Holdings.

Directors of the Board and Audit & Supervisory Board members

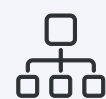
Recruit Holdings: as of May 17, 2021



*1 The years indicated are Recruit Holdings fiscal years, which begin on April 1 and end on March 31 of the following year. All figures displayed here are approximate.

*2 The Board of Directors members are defined as directors of the Board and Audit & Supervisory Board members.

We have set material foundations for corporate activities to increase our corporate value in a sustainable manner by prospering together with all stakeholders. Those material foundations are identified based on dialogues — including environmental, social and governance (ESG) topics — with our external stakeholders as well as internal discussions among our Board of Directors and various committees. We reinforce initiatives for each theme, and the Board of Directors monitors them based on discussions in the related committees, which serve as advisory bodies to the Board of Directors.



Corporate Governance

We endeavor to strengthen our corporate governance by designating our COO, Managing Corporate Executive Officer and Director of the Board as a responsible person for corporate governance, including ESG.

[Corporate Governance](#)

[ESG Commitment: Governance](#)



Human Capital

We have made value creation generated by empowered employees a renewed priority for management. We are redoubling our actions to reinforce human capital, focusing in particular on initiatives related to diversity, equity and inclusion (DEI) and employee engagement.

[ESG Commitment: Our People](#)



Corporate Ethics and Compliance

We view corporate ethics and compliance as a fundamental prerequisite for our corporate activities. We define them as meeting society's expectations and demands through appropriate action, both as a company and as individuals, and strive to go beyond the framework of simple legal compliance.

[Corporate Ethics and Compliance](#)

[Recruit Group Code of Ethics](#)

[Internal Controls](#)



Data Security and Data Privacy

We set data security and data privacy as a high priority risk. We take appropriate measures depending on the importance of the information in our possession as well as the characteristics of the data to be protected.

[Risk Management](#)



Human Rights

We based our [Recruit Group Human Rights Policy](#), which was resolved by the Board of Directors, on discussions occurring within the Sustainability Committee.

[Human Rights](#)



Conservation of the Planet

To support the longevity of our planet, which is the base for our corporate activities, we consider climate change the key issue among the various environmental concerns.

[ESG Commitment: Environment](#)

About Sustainability

Recruit Group seeks to make a positive impact on society and the planet through all our corporate activities. We have built a system of sustainability management based on our Sustainability Policy.

Sustainability Policy

We believe that sustainable growth is driven by making a positive impact on society, and we will refine our focus on sustainability to realize our mission: “Opportunities for Life. Faster, simpler and closer to you.”

To accomplish this mission, we have formalized and will continue to bolster our Action Guidelines and [Our Commitment to Sustainability](#), which guide all our activities.

Action Guidelines

- Make a positive impact on society and this shared planet through all corporate activities
- Prosper together with all stakeholders
- Conduct corporate activities with a sound governance foundation

Sustainability Orbit



[Read more](#) ↗

We are in constant dialogue with both internal and external stakeholders to assess global trends and gauge societal needs and expectations. The external sustainability experts and Recruit Group executives and board members who form our Sustainability Committee then discuss these insights in depth. After the committee meets, Recruit Holdings’ Board of Directors approves agenda items and the departments in charge execute them in line with our guiding principles. We believe this process keeps us faithful to Recruit Group’s basic principle.

We formed our Commitment to Sustainability through this process as well, making it public in May 2021. The current pandemic has naturally and substantially altered our world. While experiencing this, we held a series of dialogues with multiple stakeholders to deepen our awareness of the current state of the planet and the society we serve, the role we should play in creating a better future, and the key issues we need to solve. The Sustainability Committee and the Board of Directors later held a series of discussions to define the content and timeline of our commitment.

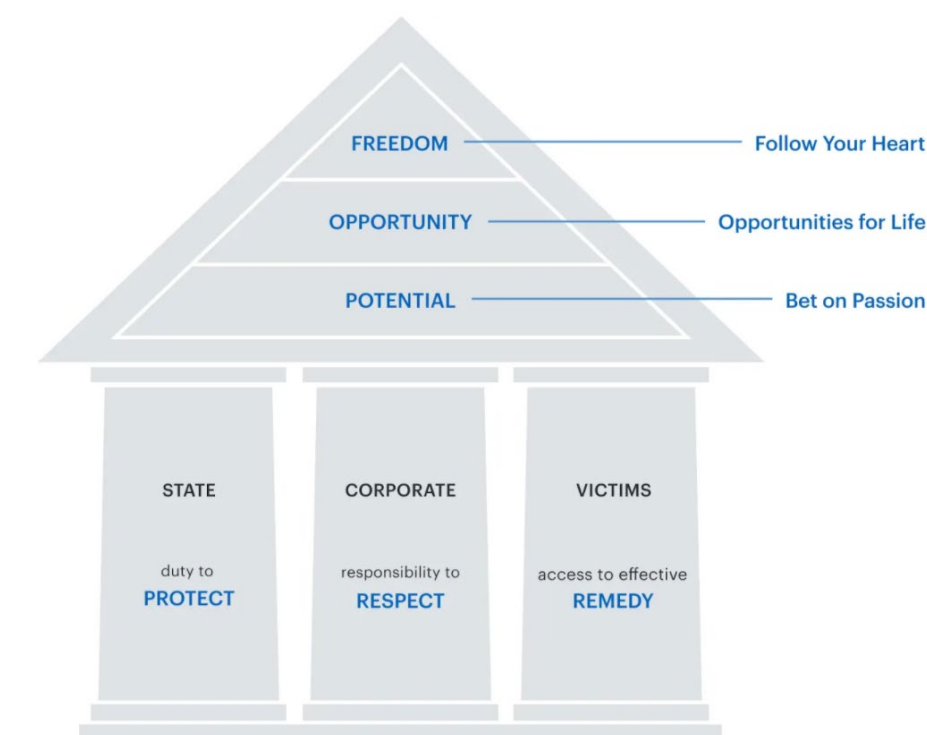
Human Rights

Recruit Group pledges to protect and promote human rights, which is one of the material foundations of our corporate activities. By closely adhering to our human rights policy, we believe we can achieve our basic principle of realizing a world where all individuals can live freely and to the fullest.

Human Rights Policy

Our human rights policy consists of three pillars and a roof. The pillars — Protect, Respect, and Remedy — are outlined in the United Nations Guiding Principles on Business and Human Rights. The roof above these pillars is a multilayered manifestation of the idea that the pursuit of our vision will ultimately create greater freedom.

[Read more](#) ↗



Recruit Group contributes to accelerating progress in achieving the United Nations' Sustainable Development Goals (SDGs) throughout all our corporate activities in the global effort toward creating a better future

Recruit Group's vision is "Follow Your Heart." We envision a world where individuals and businesses can focus on what really matters – the idea that when more people are free to pursue their passions, we can achieve a better future. The preamble to the SDGs declares that no one should be left behind in the pursuit of a society in which all people can pursue greater freedom. We believe that the greater freedom described here is exactly what we envision: a future in which we can choose our own way of life from a variety of options.

Since its founding in 1960, Recruit Group has been dedicated to democratizing job opportunities through our information platforms. According to the OECD, approximately 40% of people are likely to fall into poverty if they are without income for three months*2. We realize that we must take action decisively for the better through our business activities, primarily by helping individuals find jobs that help them earn an income.

We have long been working toward broadening accessibility to the labor market and transforming

job matching to make it faster and simpler. However, there is so much more we can do to actualize our vision. By bringing together the data, technology, and expertise of Recruit Group, we will foster innovation to develop a quality, inclusive, and equitable job matching infrastructure for all (Goal 9).

As a start, Recruit Group is committed to improving job-matching efficiency and reducing the time it takes for job seekers to get a job by half by FY2030*1,3. At the same time, we are committed to taking additional steps to support job seekers from vulnerable and marginalized communities who face systemic barriers*4 and cannot be helped through improved matching efficiency alone. We intend to help minimize these barriers through technology and partnerships, which will further shorten the time it takes to get hired. Through these efforts, we will focus on promoting decent work for all (Goal 8) and creating a future where getting a job is as simple and easy as the push of a button. When job seekers can quickly find the right job for themselves, it will help us end poverty in all its forms (Goal 1) and promote equal opportunity

and social and economic inclusion for all to reduce inequality (Goal 10).

Since its founding, Recruit Group has bet on the ideas and passions generated by the curiosity of its diverse employees, creating new businesses and services that celebrate and recognize our differences. Our management team is determined to reiterate the importance of maximizing employees' motivation. We have established and will continue promoting diversity, equity and inclusion (DEI) as an area of focus across our group. While we celebrate all aspects of DEI, we are currently focused on, and committed to, addressing gender disparities within our Group, and aim to have approximately 50% of employees, managers, senior executives, and members of the Board of Directors be women by FY2030*1,5 (Goal 5). We also aim to respect and protect the human rights of all people through all our corporate activities.

To support the longevity of our planet, Recruit Group is committed to protecting the health of our environment. We are determined to accelerate "Climate Action" (Goal 13) by becoming carbon neutral throughout our entire value chain by FY2030.*1,6

In pursuit of our commitment to sustainability, Recruit Group will continue to prosper together with all stakeholders to realize a brighter, more sustainable world where all individuals can live their lives to the fullest — and contribute to achieving the future envisioned by the SDGs.



*1 The years indicated are Recruit Holdings fiscal years, which begin on April 1 and end on March 31 of the following year. All figures displayed here are approximate.

*2 The figure is based on data from 28 countries sourced by OECD's report "How's Life? 2020."

*3 Average estimated duration it takes for people who get hired through the Indeed online job-search platform after they started to apply to a job on the platform, calculated by available data.

*4 Our initiatives support racial and ethnic minority groups, people without higher education, people facing barriers due to age bias, and people with disabilities. Recruit Group may also focus on overturning other various barriers, including newly emerging issues in the labor market, by FY2030. At present, the initiative includes assistance through the Indeed online job-search platform as well as through partnerships with organizations such as Goodwill Industries International and Shaw Trust with whom Indeed collaborates.

*5 Senior executive roles are defined as Corporate Executive Officers and Corporate Professional Officers of Recruit Holdings and Media & Solutions Strategic Business Unit (SBU), as well as CEOs of Recruit Group's major subsidiaries and heads of key functions in the HR Technology and Staffing SBUs. Figures for managerial positions and employees are calculated from Recruit Holdings, SBU Headquarters, and the primary operating companies of each SBU. "Managerial positions" refers to all of those that have subordinates, except for senior executive positions.

*6 Greenhouse gas (GHG) emissions generated during business activities refers to the sum of direct emissions from the use of fuels in owned or controlled sources ("Scope 1") and indirect emissions generated during the use of purchased electricity, heat or steam in owned or controlled sources ("Scope 2"). GHG emissions throughout the value chain are defined as indirect emissions from sources other than Scopes 1 and 2 ("Scope 3"). The entire value chain represents the total of Scopes 1, 2 and 3. Reaching carbon neutrality includes reducing GHG emissions as well as offsetting residual emissions.



03

Our Stories

HR Technology SBU

SBU Overview
Indeed Stories
Glassdoor Stories

Media & Solutions SBU

SBU Overview
SBU Stories

Staffing SBU

SBU Overview
SBU Stories



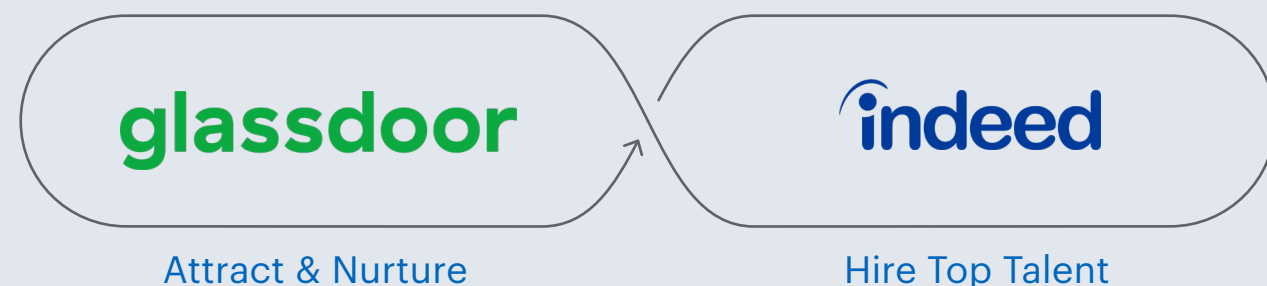
HR Technology consists of the operations of, and other related businesses. [Indeed](#) and [Glassdoor](#) are online platforms where people can find jobs and learn about companies. Both Indeed and Glassdoor offer a suite of tools for job seekers that includes job search, resume posting, and company information and reviews.



Presence
in over **60**
countries

Indeed & Glassdoor partnership

Indeed and Glassdoor have partnered to help employers hire more efficiently, with access to both Indeed and Glassdoor job seekers through Indeed job advertising products, and a co-branded solution to help employers tell their authentic company story.

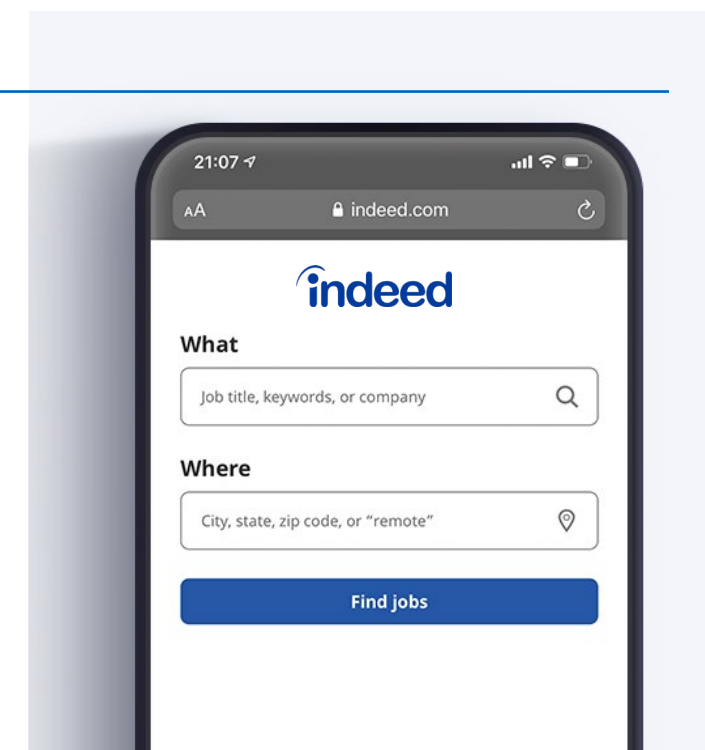


Indeed

Indeed is the #1 job site in the world with over 200 million unique visitors every month. Indeed strives to put job seekers first, giving them free access to search for jobs, post resumes, and research companies.

Over 200 million monthly unique visitors

Internal data based on Google Analytics, quarter ending March 31, 2021.



Glassdoor

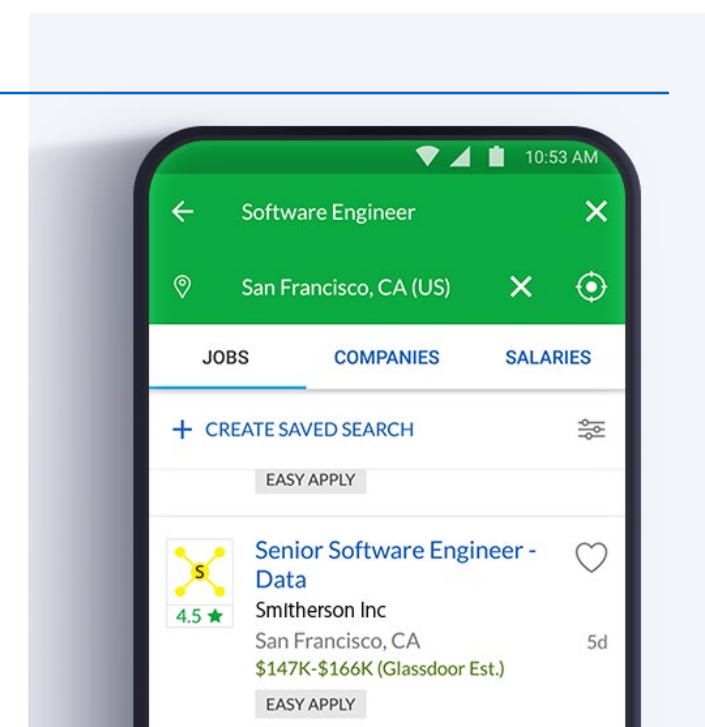
Glassdoor offers millions of workplace reviews, ratings, salary details and more, paired with the latest jobs, to help people everywhere find a job and company they love.

Over 55 million monthly unique visitors

Internal data based on Google Analytics, as of November 30, 2021.

Over 100 million reviews, salaries, and insights

Glassdoor internal data as of September 30, 2021.



HR Technology SBU Stories

Indeed: We help all people get jobs



Chris Hyams
CEO, Indeed

“We help all people get jobs.” This mission is what gets us out of bed in the morning and what keeps us up at night. Throughout the COVID-19 pandemic, people have been primarily concerned with two things: 1) the health and safety of their families and communities, and 2) jobs. The staggering job losses around the world as a result of the pandemic have been breathtaking. For Indeed, this has made our mission more vital than ever.

During these challenging times, we turned our focus and considerable resources toward the most urgent needs of job seekers and employers. We built and launched Indeed Interview, a new video interview solution to help people interview safely and effectively. We hosted thousands of [free virtual hiring events](#) to connect job seekers and employers who were urgently hiring. We leveraged our data and technology to build new systems for large organizations staffing up for healthcare and other essential services, also for free.

We did all of this because it’s our mission. We were challenged and inspired to solve the great problems of the moment. Our vision at Indeed is to make getting a job as simple and fast as pushing a button. The result of our efforts throughout the pandemic has taken us one step closer to this vision. That result is the [Indeed Hiring Platform](#).

Inside Out

In the early 90s, Chris spent two years trying to become a rock star. He failed, but he would do it all over again.



With the Indeed Hiring Platform, job seekers get matched to a job on Indeed, take a quick assessment with objective qualifications, and immediately find if they meet those qualifications. If they do, they can schedule an interview instantly. If they don’t, we can help them find another job that’s a better match. They can interview with the employer directly on Indeed, bringing the search and video interview experience all into one place. This is the biggest innovation for job seekers in a decade. I believe we will look back on this shift like when we first entered our credit card on a web page to buy something and had it delivered to our front door.

The Indeed Hiring Platform also has huge benefits for employers. Nearly 80% of recruiting is spent on administrative tasks like reviewing applications and scheduling interviews. The Indeed Hiring Platform

automates the process of finding, screening, and scheduling interviews with qualified candidates. With employers spending less time on manual processes, they have more time to engage with candidates — bringing the human connection back to the hiring process. On top of the time saving benefits, the Indeed Hiring Platform helps employers reach a huge pool of job seekers thanks to the partnership between Indeed and our sister company Glassdoor.

Our vision to simplify hiring is large and complex, and the work is never done. So far, we have hosted over a million interviews on Indeed, and we are excited for the global expansion that is now underway. We have changed the way people get jobs all over the world forever, but looking at the opportunity ahead, it feels like we are just getting started.

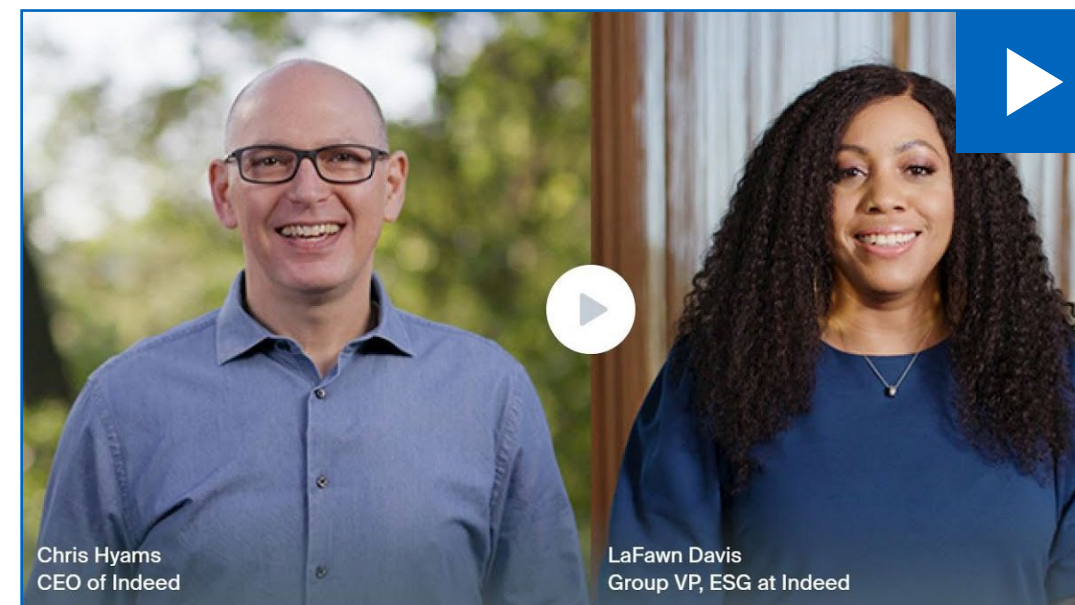
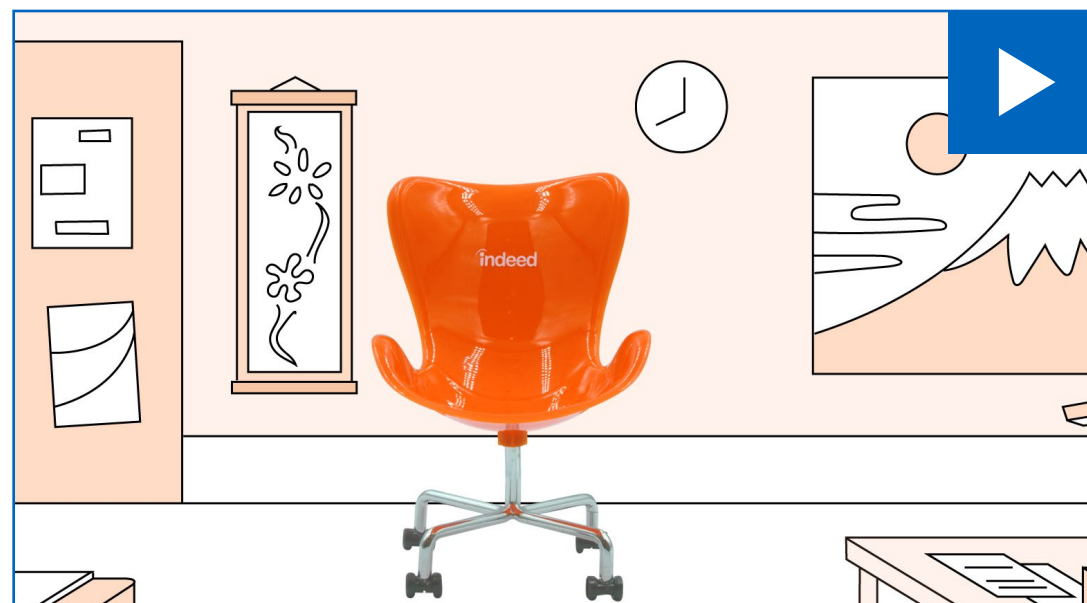
Indeed: We help all people get jobs

The orange chair

Giving job seekers a seat at the table

Putting job seekers first is the fundamental principle that has driven Indeed since the start. The philosophy is ingrained in the company's culture and guides the team in their work every day. Several years ago, during a period of rapid growth, Indeed CTO Andrew Hudson came up with the idea to place an orange chair in every meeting room in Indeed's offices. The eye-catching chairs were meant to remind team members that

the job seeker should always have a seat at the table, and every decision should consider what is best for the job seeker. Since then, Indeed has grown into the world's top job search site with over 200 million unique visitors per month, and whether working from home or the office, its global team always puts job seekers' needs first.



Changing the way the world hires, for good.

Indeed's mission is to help all people get jobs. Every day we connect millions of people to new opportunities, but we know that while talent is evenly distributed, opportunity is not.

We all have a role to play in making the world — and the world of work — a better place. We support our people, our communities and our environment, creating opportunities for current and future generations to thrive.

Indeed shares Recruit Group's vision to create a world where all job seekers regardless of their background or circumstance can find a job they love quickly and easily. To make this vision

a reality, Indeed is aligned with Recruit Group to carry out its commitments as part of the corporate ESG strategy.

Watch the video above, in which Indeed's leadership explains how their commitment supports Recruit Group's commitment to sustainability and contributes to prospering together with all stakeholders.

Indeed: Making job matching faster, simpler and closer

Creating lasting value out of change

How virtual interviewing is redefining the interview process

Before the pandemic, employers felt reluctant to change their existing screening and in-person interview approaches. This sentiment shifted almost overnight with the need to make the hiring process safe for everyone involved. In response, Indeed pivoted to help companies and job seekers learn to interview virtually.

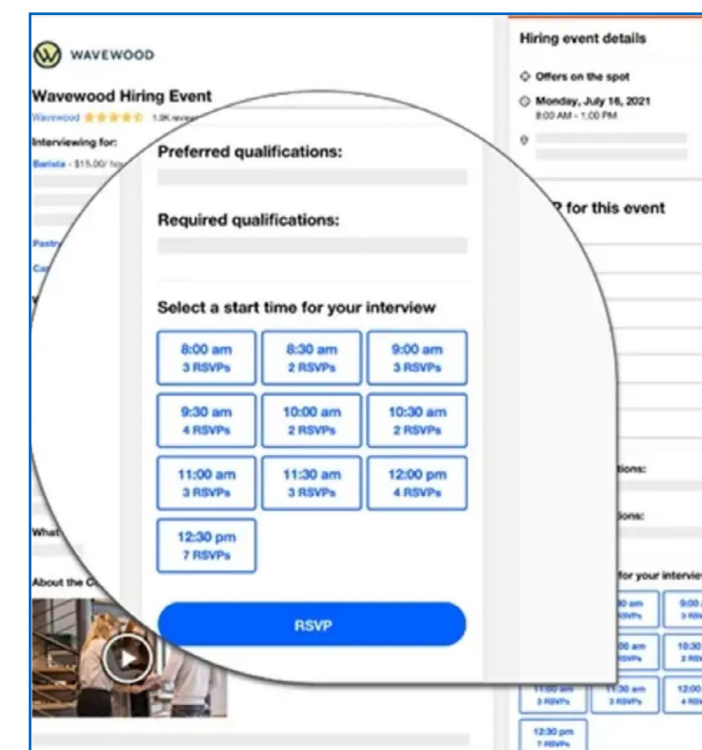
While Indeed had worked on enabling virtual events before the pandemic, the shift from physical to virtual rapidly accelerated once lockdowns began. The first step was to enable hiring events to integrate with third-

party interviewing platforms. The team then immediately began building Indeed's own interviewing platform, Indeed Interview, which has been designed specifically for interviewing.

Since then Indeed has launched the Indeed Hiring Platform, a solution that allows employers to manage the hiring process — from posting through interview — directly on Indeed, with no additional software. With Indeed Hiring Platform, employers can reach 80% of US job seekers through the combined networks of Indeed and its sister company Glassdoor. In one integrated experience, employers can automate the process of sourcing, screening and scheduling interviews with quality candidates into Indeed's video interviewing technology, Indeed Interview.

For the vast majority of companies, interviewing virtually was entirely new, so Indeed worked to make the solution really easy to use. Indeed's end-to-end solution automates the manual and time consuming tasks leading up to the interview — candidate attraction, screening, scheduling and reminders, and provides the virtual interviewing platform so employers can focus on engaging with candidates.

Both employers and job seekers have embraced the Indeed Hiring Platform and its automation of interview technology. In fact, in the US, Indeed hosted a nationwide virtual hiring tour where employers could test out the technology that resulted in more than 2,600 employers making over 20,000 hires within a matter of weeks.



Job seekers that pass screening questions can immediately select an interview time slot

[Read more about this article here](#)

Partnerships to help job seekers facing barriers to get hired

Indeed partners with Goodwill and Shaw Trust

Through partnerships with international nonprofit organizations Goodwill Industries International and UK-based organization Shaw Trust, Indeed has committed to help job

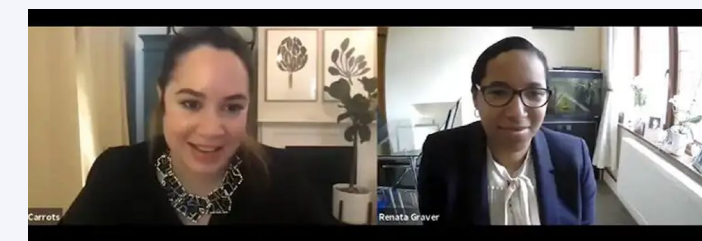
seekers who are facing barriers to get hired.

The partnership with Goodwill offers a range of support measures, including job-search training, resume review, and hiring events with Indeed clients, helping job seekers facing challenges such as disabilities, having a criminal record, or undergoing difficult life transitions.

With Shaw Trust, Indeed provides a series of online events called "Job Search Workshops"

that were designed to help people of all backgrounds navigate through challenging times to restore their confidence and empower them to overcome barriers they face in finding jobs.

Read more about the partnership with Goodwill in [this video](#), and with Shaw Trust in [this article](#).



Mikaela Elliott from Indeed (left) and Renata Graver from Shaw Trust (right) are role-playing online in front of participants

Indeed: Helping each other to help all people get jobs

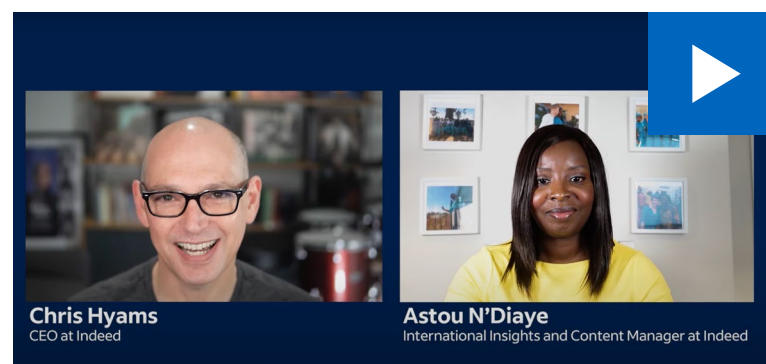
“Here to Help”

Navigating through uncertainty to help “Indeedians” adapt to new ways of working

When the pandemic hit in early 2020, Indeed quickly adopted a series of measures to help ease the impact. Not only did it ask its employees worldwide to work from home, it created a new additional monthly form of paid leave called “You Day” — giving everyone extra time to take care of themselves as they navigated the tough times.

While making this shift, Indeed also launched a weekly video series of deep-dive conversations with CEO Chris Hyams and other leaders focused on responding and adapting to COVID-19 in the world of work. It began as a way to help people get through the pandemic, but evolved into a channel for Indeedians around the world to connect and be inspired by the experiences of others. It has become a “new normal” to reach out to one another after watching the videos to offer help and support in achieving their goals.

The Here to Help [video series](#) features 66 episodes as of the end of October, 2021.



Deepa Somasundari

Director of Strategic Projects at Indeed

Inside Out

Moved from India to England after marrying a man she had only met once before. 13 years later, they have two daughters who continue to correct her English grammar.

Supporting NHS recruitment with teamwork and innovation

“We don’t build ventilators, but we help people get jobs,” Indeed CEO Chris Hyams explained in a meeting with representatives from the National Health Service (NHS), the UK’s publicly funded healthcare system and the biggest employer in Europe.

In early March 2020, Deepa Somasundari, Director of Strategic Projects at Indeed in London, and some close colleagues suddenly foresaw the potential scale of the pandemic and the fact that the NHS would be in critical need of essential workers. They were determined to do something that would align the Indeed mission of helping people get jobs with the health and safety of the whole country.

Alongside other senior directors, Deepa quickly pulled together the Indeed senior leadership team, including CEO Chris Hyams, and set up a meeting with NHS executives to find out their pain points and offer Indeed’s unconditional help. They found that the NHS needed support in hiring thousands of clinical and non-clinical workers for their newly built Nightingale hospitals, temporary large-scale critical care sites.

Urgently sourcing such a huge volume of hires in a short time was a mammoth task. Adding to the

challenge was the requirement that candidates live within a specific distance of each hospital — in order not to spread the virus from one town to another — plus a complex application process to meet regulatory compliance and standards requirements.

Deepa reached out to Indeed’s Incubator team for some ideas on tackling this unique situation. They quickly developed a bespoke automated screening process that searched through the CV database at speed and sent custom invitations to potential candidates to apply. Deepa then rallied teams from across Indeed to guide applicants through the process — and within seven weeks had hired the thousands of qualified staff needed.

But even as the peak passed, the NHS was still under strain. “We got a call on a Thursday afternoon asking us to screen more than 1,500 candidates in just three days,” Deepa recalls. She reached out to teams across EMEA and the US, and the next morning was overwhelmed to see that 150 Indeedians had volunteered overnight. In just three and a half hours they completed the screening calls with all the candidates.

Deepa recalled, “It was so nice to not only see the impact we had made, but also to have so many people coming together to help meet the needs of thousands of patients.”

[Watch the full interview ↗](#)

Indeed: Opportunity for all

Indeed University

Cultivating the next generation of tech leaders

Indeed University (IU) is an immersive onboarding program at Indeed that brings together newly hired engineers from around the world to learn about data-driven decision-making. Using Indeed's product design philosophy, IU participants work together to conceive, develop and pilot products that create WOW experiences and help people get jobs. Learn more in the video below.



Bringing Ideas to Life

Launched virtual recruitment platform under the pandemic

On April 23, 2020, Indeed held the first official [Virtual Hiring Events](#), an online event where employers could conduct individual or group video call interviews with job applicants. The idea was brought to life in response to the COVID-19 health crisis.

The seeds of Virtual Hiring Events were sown several years ago, when members of Indeed's Job Spotter unit — a product of Indeed University — noticed that many companies hosted planned recruiting sessions. Stores would display signs that read: "Come back between 3–5pm on Monday to talk with us about our open positions." They realized there was an opportunity for Indeed to provide value, and pitched the idea to Indeed's internal innovation lab, the Incubator.

After receiving encouragement from other Indeedians and at the behest of management, the Job Spotter unit set up a form to aggregate open recruitment slots so that job seekers could sign up online to attend interviews. This service became known as "Hiring Events," and it now functions as a hiring workflow management system for employers. It allows job seekers to skip the application process and jump straight into an interview with a hiring manager.

Following the success of Hiring Events during 2019, particularly during the holiday season, Ryan Arroyo

(director of product management at Indeed) and Naveed Hedayati (senior product manager of the Indeed Incubator) decided to expand Hiring Events and make them fully virtual so that any job seeker could bypass time-consuming back-and-forth application processes.

When the COVID-19 health crisis suddenly began impacting in-person hiring events in March 2020, the Indeed Hiring Events team went into overdrive to quickly set up and release the new virtual hiring workflow system. The new system manages and automates RSVPs, candidate screening, and interview scheduling and reminders — all to streamline and simplify the hiring process. Further, the team came up with a way to re-create the experience of walking into a waiting room, getting processed by a hiring manager, and completing an interview, all online.

"Virtual recruiting is the only way that many employers can hire right now," said Arroyo. "I find it really inspiring to see how quickly people have been willing to embrace these new kinds of events. We came up with an idea for a service we hoped might one day be possible, but it suddenly became a real tool that people all over the world now rely on."

Indeed's Virtual Hiring Events quickly became indispensable for large employers hiring frontline workers. In one case, the tool enabled a well-known retailer to hire 10,000 essential employees in a single day.

DEI at HR Technology SBU

Indeed's commitment to transparency and accountability

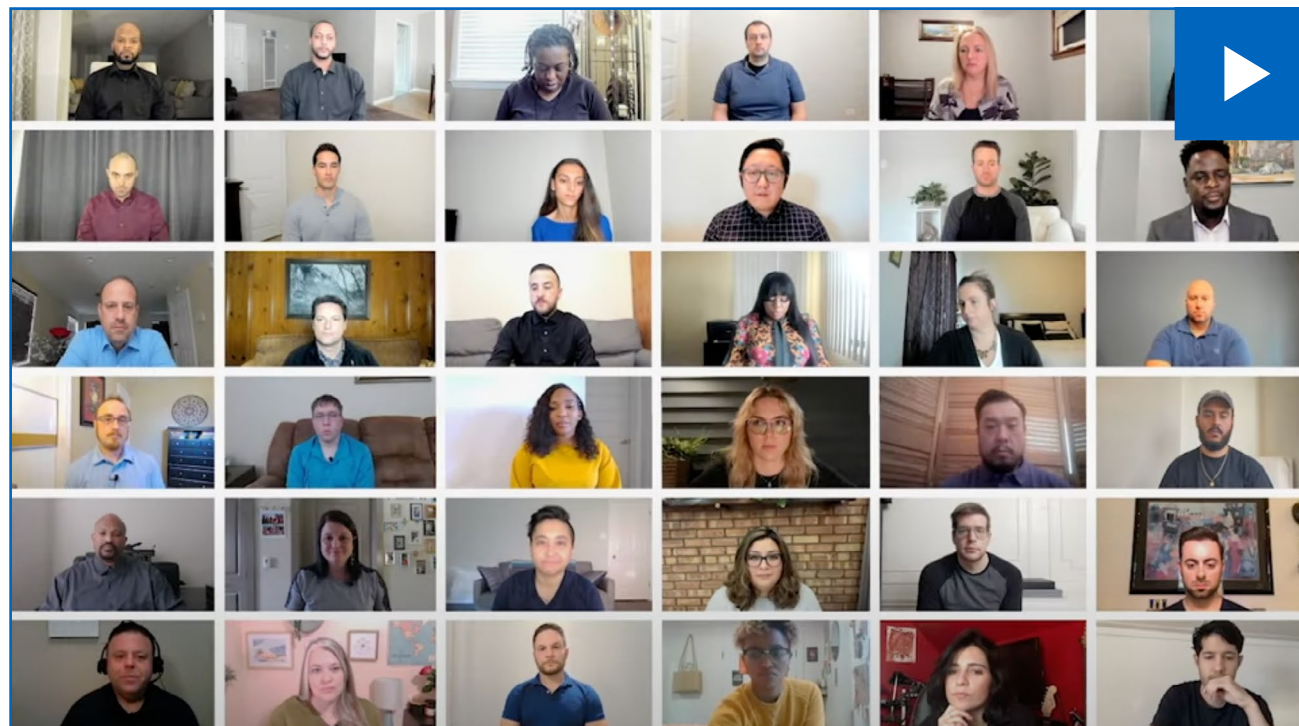
Diversity, inclusion and belonging at Indeed

Indeed's mission is to help all people get jobs. To achieve this, we put job seekers and companies who use Indeed at the heart of everything we do. In 2019, we declared the kind of culture we want to have and the values that are important to us. These values are: put job seekers first, pay for performance, innovation, data-driven, and inclusion and belonging — which translates to creating an

environment where everyone can bring their authentic selves to work and make it easy for others to do the same.

We are committed to advancing, cultivating and preserving a culture of diversity, inclusion and belonging because it makes us a stronger, more successful company, and because it directly aligns with our mission to help all people get jobs.

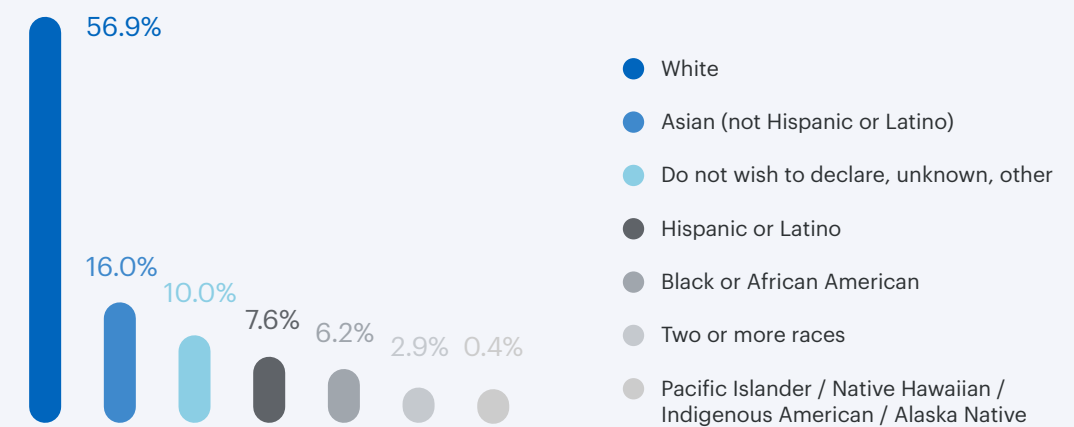
[Read more about Indeed's Diversity, Inclusion and Belonging](#)



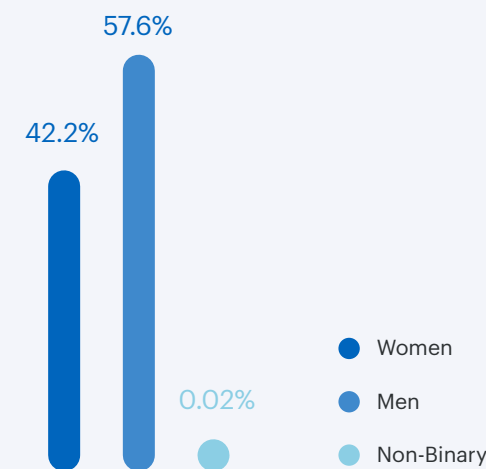
Share your salary. Close the gap. Indeed conducted a social experiment on pay gaps. Strangers compare their real salaries and found who's underpaid.

Indeed's Diversity, Inclusion & Belonging Report

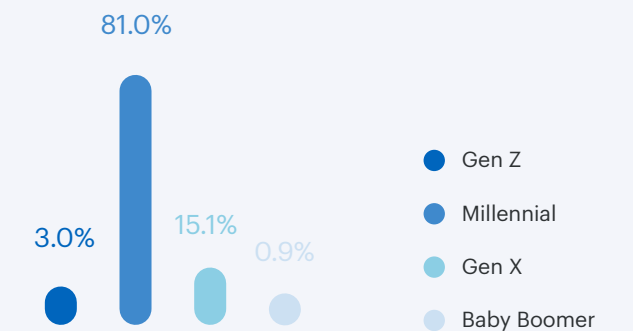
US Race / Ethnicity



Global Gender



Global Generations



[View the full report](#)

As of November 10, 2021

Our employee-led Inclusion Resource Groups are comprised of thoughtful advocates and genuine connectors who are valuable business resources for their areas of focus. Together, Indeed's spirited and open culture permeates across all offices and departments globally, lending a voice and support to broader discussions on challenges and solutions.



Drive education and awareness around disability inclusion in the workplace and support an environment where all Indeedians can thrive.



Explore the advantages of a multi-generational workplace through networking, community outreach and education.



Celebrate and raise awareness about Asian cultures within Indeed, support recruitment and retention initiatives, and improve the job seeker experience.



Foster an environment of growth and belonging where members of the African Diaspora and their Allies can connect, promote cultural awareness, and support business imperatives at Indeed.



Leverage and value international cultures through education, engagement, and global workplace inclusion.



Celebrate and support LGBTQ+ culture and community both in and outside of the Indeed workplace.



Unidos, we help the Latinx community and our allies develop and drive change.



Champion a culture of inclusion through advocacy, development and support for all women at Indeed.



Support and engage a diverse community of parents and caregivers in a safe and encouraging environment to ensure their success.



Honor, support and empower the military community and our allies.

Indeed: Reducing our impact on the planet

Carbon neutrality achieved at Indeed

Indeed's commitment to environmental sustainability is directly tied to Indeed's mission to help all people get jobs. In order to make the world — and the world of work — a better place, we are dedicated to supporting our communities and our environments.

In August 2021, Indeed has successfully achieved carbon neutrality. The environmental milestone of CarbonNeutral® company certification, in accordance with The

CarbonNeutral Protocol, was achieved in collaboration with [Natural Capital Partners](#), the leading experts on carbon neutrality and climate finance.

Indeed went above and beyond certification requirements and based the certification on 2019 emissions data. In 2021, Indeed supported projects that neutralized its GHG emissions across the company's entire value chain (i.e., Scopes



1, 2 and 3). Projects that Indeed selected and supported include, but are not limited to the following:

- [Truck Stop Electrification, USA](#)
- [Theni Wind Power, India](#)
- [Solar Water Heating, India](#)
- [Seneca Meadows Landfill Gas, USA](#)
- [Acre Amazonian Rainforest REDD+ Portfolio, Brazil](#)

Achieving carbon neutrality as a company is an impactful first step in our larger environmental sustainability journey. Indeed will also aim to achieve net zero in GHG emissions by 2030. To do so, the company

will work toward transforming how it operates to meet its 2030 goal in collaboration with its suppliers, employees and the communities in which it operates.

Glassdoor: Our commitment to radical transparency



Christian Sutherland-Wong
CEO, Glassdoor

Over this past year, we saw the world of work dramatically shift during the pandemic and Glassdoor responded quickly to support the changing needs of job seekers, employees and employers. We added several features to help people when they needed us most. To help job seekers during this tough time, we worked hard to help people easily find companies that were actively hiring, that were highly rated for wellness and mental health benefits, and offered the ability to work from home.

In addition, while the pandemic persisted, we also witnessed a sharper focus and more attention on issues related to diversity, equity and inclusion in our society. On Glassdoor, we saw a significant increase in employees talking about diversity, inclusion and social justice issues, and many employees made it clear that they wanted deeper insights into whether companies were really as diverse and inclusive as they claimed. Today, millions of people can now get a sense of how diverse a company really is, or not, by seeing a company's Diversity and Inclusion rating on Glassdoor, which represents current employee sentiment on how the company is doing on its diversity and inclusion efforts. In addition, we've started to collect demographics from employees, which now allows us to display company ratings, pay data and more by gender identity, race/ethnicity and other demographic groups. Employers are also using this data to improve

and see how they compare in terms of their own diversity and inclusion programs and efforts.

While all of this recent work represents just some of how Glassdoor is bringing even more transparency to workplaces, our vision today goes one step beyond where we've come from and what we've built to date. Now our vision is to bring radical transparency to workplaces everywhere.

In a world where more employees have options into where to work and where many will no longer need to go into an office to work, it's clear the needs of today's job seekers and employees have evolved significantly. Today, they want flexibility. They want to feel connected to their employer and its mission. They want to know they belong. And they want to have conversations with peers, ask

questions, connect with colleagues they no longer see and find communities where they can grow their careers, no matter where they are in the world. To put it simply, to be able to find the right job and company today, job seekers and employees need access to even more information. This is why we are now powering Fishbowl, to bring even deeper levels of workplace transparency to job seekers, employees and employers.

To meet this rising need in the new world of work, Glassdoor will continue to bring radical transparency to workplaces in support of our mission to help people find a job and company they love. While we've changed the world of work over the past 13 years, there is still much more ahead and our work is far from over.



Inside Out

Christian's first job was as an opera singer, performing as a soloist at age 11 at the Sydney Opera House.

Glassdoor: Growing a culture of transparency

Helping people everywhere find a job and company they love

Glassdoor’s mission is to help people everywhere find a job and a company they love. This mission permeates the company both inside and out. As an employer, Glassdoor strives to be a workplace its employees love, since positive work environments allow employees to grow and succeed, and ultimately deliver better products to customers. In this video, three employees share their own stories of working at Glassdoor.



Taking a stand for equal pay

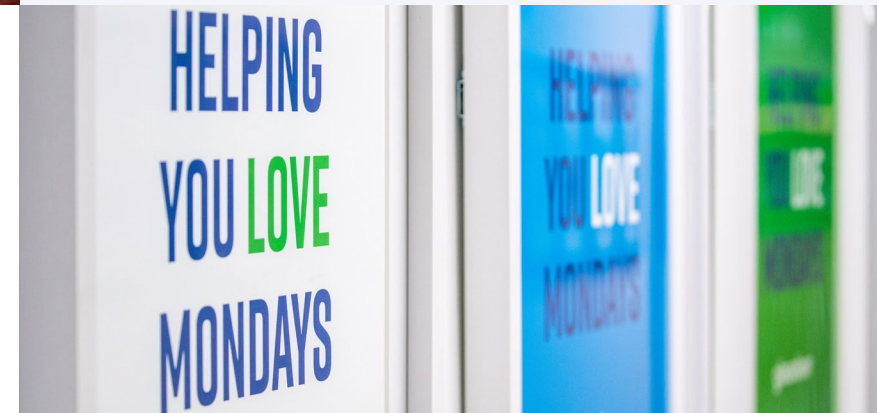
Glassdoor is committed to advocating for and educating about fair pay practices around the world. The company publishes economic research and holds many events to promote equal pay. As of June 2021, Glassdoor itself continues to have no gender pay gaps within its workforce.

At a hearing in the United States Congress in April 2021, based on a study by Glassdoor Economic Research, Glassdoor presented how wage disclosure would reduce the wage gap between men and women and promote DEI in the workplace.

[Read more about this](#) ↗

The demand from users to “improve the transparency of corporate DEI” is increasing year by year. According to a user survey on DEI conducted by Glassdoor in August 2020, more than 75% of respondents place importance on “diversity of human resources” when selecting a company. In addition, the survey revealed that employee reviews are the most important factor for users when getting information about DEI. Based on this result, Glassdoor released a new feature in September that allows employees to perform DEI assessments of their company.

Please check [the website](#) for more information.



DEI at Glassdoor

Glassdoor is promoting workforce diversity and fairness through radical transparency

How Glassdoor hires

Part of building and nurturing a diverse and equitable workplace and culture where people feel they belong starts with bringing a DEI lens to each hiring stage, from job descriptions to sourcing to interviewing and employer branding.

- **Majority of sourcing dedicated to underrepresented groups** — Dedicating more than 50% of sourcing efforts, including online advertising campaigns, to focus on underrepresented groups.
- **Eliminating bias in job descriptions** — Leveraging technology to review, write, and rewrite all job descriptions, so that the language and messaging included are inclusive and free of bias.
- **Where to post open jobs** — We are committed to ensuring that we reach underrepresented groups where they are looking for jobs, including on Glassdoor and Indeed.
- **Interviewing standards** — Providing interview and diversity training for executives, recruiters, hiring managers, and employee interviewers to ensure a fair and inclusive interviewing process.
- **ERG meet & greets** — Encouraging candidates to meet with our various employee resource groups (ERGs) to ask questions and get a better sense of what it's like to work at Glassdoor.
- **Glassdoor's employer brand values diversity** — On the Glassdoor profile on Glassdoor, one section will be dedicated to diversity and regularly updated with information related to fostering a diverse and inclusive culture where everyone feels they belong.

Employee resource groups

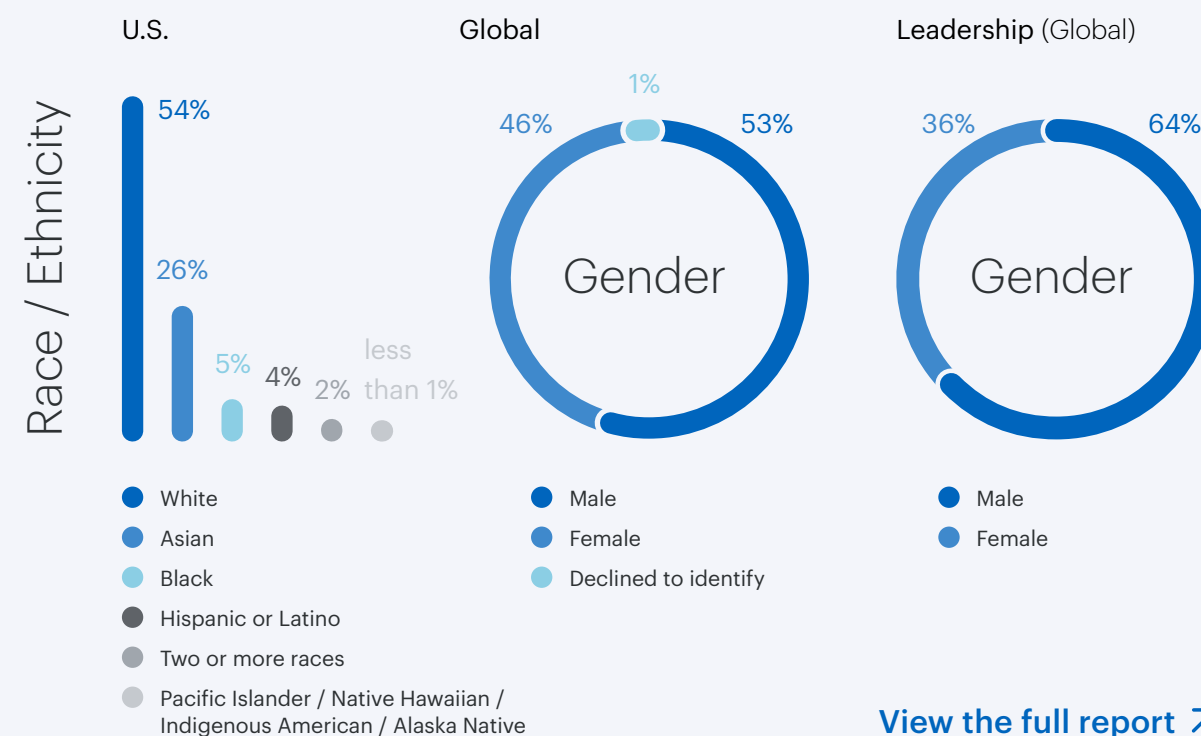
Employee resource groups (ERGs) are designed to support a diverse and inclusive workplace. Employees can celebrate shared cultures, backgrounds and experiences. They also contribute to product improvements, employee policies, and more. As of June 2021, at least 40% of Glassdoor's nearly 700+ employees were ERG members.

- **BUILD:** Blacks United In Leadership and Development
- **DICE:** Diversity, Inclusion, Community & Equity council
- **La Familia:** Hispanic and Latinx group
- **Pride:** LGBTQ+ group
- **WinG:** Women in Glassdoor
- **GAIN:** Asian group
- **ADEPT:** Advocates for Disability Education, Partnership and Talent

Glassdoor's Diversity & Inclusion Transparency Report

A year ago, Glassdoor publicly shared our [vision to bring radical transparency](#) to workplaces everywhere because we believe transparency drives change. When there is transparency, employers have more information and are

motivated to improve and transform. As part of this effort, we hold ourselves accountable for helping to create a more diverse and equitable society and workplace. As we stated [last year](#), it starts within our own company.



[View the full report](#)

Percent of all employees	2021	2025 Target
Black employees (U.S.)	5%	8%
Latinx employees (U.S.)	4%	10%
Pacific Islander / Native Hawaiian / Indigenous American / Alaska native employees (U.S.)	less than 1%	1%
Women in tech (global)	25%	33%
Women in leadership (global)	36%	50%
Belonging (global)	81%	78%+

Marketing solutions encompasses online platforms across a broad range of consumer verticals including: housing and real estate, education, automobiles, bridal, travel, dining and beauty.

We offer a multitude of choices for people engaged in small to large life events. At the same time, we offer businesses advertising services on these platforms. In addition, we also support businesses with operational and management SaaS (software as a service) solutions through our Air BusinessTools.

HR Solutions helps individual users find jobs and helps business clients' hiring activities across a variety of industries.

Marketing Solutions

Housing and Real Estate

The Housing and Real Estate business operates SUUMO, an online platform and print media, which provides information related to home purchases, sales, rentals, and renovation services. SUUMO Counter offers in-person consultation services for purchasing newly built condominiums and custom designed homes.



Beauty

The Beauty business operates Hot Pepper Beauty, an online platform and print media, which provides users with information about hair treatments, relaxation, and other beauty treatment salons. The platform also offers an online booking service as well as a search function to find available time slots at selected hair stylists, nail technicians, etc.



Bridal

The Bridal business operates Zexy, a magazine and online platform, which provides comprehensive information to organize customized wedding events. Zexy also provides in-person consultation services for selecting wedding facilities.



Travel

The Travel business operates Jalan, an online platform and print media, which provides information about hotels, guided tours, and sightseeing locations in Japan. The Jalan online platform also offers an online booking service in addition to providing travel information.



Dining

The Dining business operates Hot Pepper Gourmet, an online platform and print media, which provides information about restaurants as well as discount coupons. The Hot Pepper Gourmet online platform offers various services to users, such as online booking and a scheduling function for invited guests.



Pre-owned Automobiles

The Preowned Automobile business operates Car Sensor, an online platform and print media providing information on pre-owned automobiles.



Education

The Education business operates Study Sapuri, an online learning support platform for students and working professionals, and a website providing information on universities and vocational schools for high school students.



Air BusinessTools

Our Air BusinessTools provide cloud-based operational support services for a wide variety of enterprises.



HR Solutions

Recruiting in Japan

Recruiting in Japan operates online job boards (Rikunabi for new graduates and Rikunabi Next for professionals), employment placement service Recruit Agent, and an online platform and print media for part-time job seekers, TOWNWORK.



Others

Others in HR Solutions offers HR development business in Japan and placement service in Asia.



Ten years from now: Becoming an indispensable presence in society



Yoshihiro Kitamura
Managing Corporate Executive Officer,
Head of Media & Solutions Business,
President and Representative Director
of Recruit Co. Ltd.,

Inside Out

He has loved Japanese manga since childhood because “the most important things are told in manga.”

Creative solutions for the changing world

Today, Media & Solutions Strategic Business Unit (Media & Solutions SBU) helps individual users make better decisions related to several diverse areas of life: employment/jobs, housing and real estate, education, automobiles, bridal, travel, dining and beauty. At the same time, we are helping business clients better reach individual users and operate more efficiently. For example, we use our rich data assets to ensure that business clients truly understand their individual users. We also support businesses in these various industry verticals by providing access to SaaS (software as a service) solutions — better known as our [Air BusinessTools](#). Our mission is to solve all kinds of problems in the business realm faster and more decisively.

Over the past few months, the Media & Solutions SBU has been working hard to bring its main subsidiaries together. Our goal has been to help these companies share essential business know-how to greater effect and tap

into the expertise of the deep talent pool within Recruit. Alongside the operational benefits, we also brought these businesses together to boost client satisfaction among Japanese small and medium-sized companies. We believe this move gives us the momentum and expertise needed to improve labor productivity in Japan, and we’re excited about this new start.

As a business unit that focuses on life events, we have had a front-row seat to observe how the pandemic has shifted social systems, lifestyles, and of course the way we work. But amid all this, some powerful signs of change have emerged. Business meetings and interviews are now taking place online, and that allows us to form new business connections more easily, freeing us from the constraints of location and time. Although face-to-face interactions are more limited, the values society is receiving are reassessed and the use of technology is becoming more

sophisticated, allowing people to focus on more essential tasks.

I believe that if workers could focus solely on work that creates value, society would develop in a new way. If we can use data and technology to simplify our work so that we can focus on our essential mission, we can spend our time in richer, more meaningful ways.

In a decade, we hope that people from all industries will still be happy with Recruit’s services and think of us as an indispensable presence in society that provides more “Opportunities for Life.”

Related Links

[Recruit Announces New Work Style Program \(Mar 18, 2021\)](#) ↗

[Recruit Group’s Response to COVID-19](#) ↗

Proactively responding to the pandemic

A quick response to the spread of COVID-19

Recruit Group constantly seeks to create a workplace environment where employees can work with greater peace of mind. COVID-19 prompted us to quickly take a host of measures to control the spread of the deadly virus and minimize its effects on our lives.

Media & Solutions SBU began incorporating a remote work option back in 2015. As COVID-19 began to spread, we promptly encouraged all employees to work from home beginning in

February 2020. In October 2021, we averaged a remote work attendance rate of 79% at Group companies nationwide in Japan.

Starting in September 2021, we also arranged vaccinations for employees of Group companies in Japan as well as business partners and temporary staff — including staff working through Japan-based temporary staffing Group companies* — and their families.

*Recruit Staffing Inc. and Staff Service Holdings Co.

The “Korekara Conference” series

Taking positive steps to take charge of our own futures.

Recruit provides services covering various key aspects of life such as employment, bridal, education, housing and real estate, automobiles, travel, dining, beauty, and business and management support. For the past decade, we have tracked the social changes and trends occurring at the company and individual levels, highlighting positive signs about fads and consumption trends of each business domain in our year-end press event Trend Forecast Presentation.

As the COVID-19 crisis began altering our world at breakneck speed, Recruit decided to update the conventional trend forecast. The underlying aim of this change was to encourage our people to take control of their own futures rather than letting the future control them.

We began sharing our key insights through an online seminar series called the “Korekara Conference.” Korekara — meaning “from now on” in Japanese — provides a forward-looking bird’s-eye view of social changes across the company’s diverse business domains and raises issues and makes proposals to lead us all to a better future.



[Read more ↗](#) (Japanese)

Study Sapuri for customizable, interactive, and effective online learning



The COVID-19 infection control measures

forced educational institutions across Japan to temporarily close from March 2020.

Teachers in some areas began to experiment with online learning tools and started creating their own video contents. However, they were concerned whether they were successfully getting their key messages across.

Aichi Prefecture in central Japan decided to tackle this issue head-on. In June 2020, every Aichi prefectural high school student received a Study Sapuri account. While the students and their parents were delighted, many teachers were dismayed by the sudden decision to introduce a private service.

The responsive sales staff at Study Sapuri recognized these concerns and teamed up with the prefecture to propose solutions to the teachers and solve problems out in the field. Their determined efforts paid off. Teachers

understood they could customize the plans, so students who had been having a hard time with Study Sapuri could now enjoy learning because they know what content is right for them.

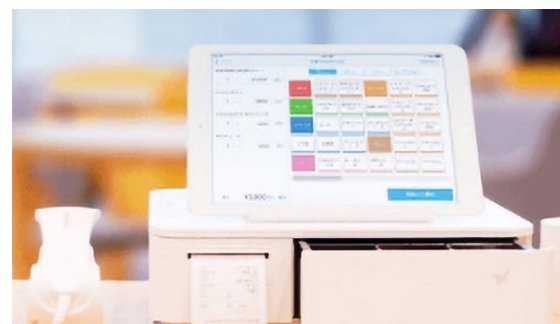
The system was a win-win for both students and teachers. One student said, “I was able to make up for the time I missed due to the school closure by reviewing the videos.” One educator mentioned, “My view of ICT has changed. If I use it properly as supplementary material, I can create more time and recognize subtle changes in my students.” Study Sapuri was introduced to help students learn more effectively, but it has also changed the way teachers work.

[Read more ↗](#)

AirREGI

Point of Sale Terminal

- Visualize sales and profit
- Manage sales and inventory online
- Easily manage changing tax rates



AirREGI ハンディ

Order Management

- A system for the efficient taking of orders, preparation and delivery



Enabling Contactless Customer Service

“Air Regi Handy”^{*1}, a service launched in April 2018, streamlines ordering, cooking, serving, and accounting for restaurants. In July 2020, we released the “Self-Order”^{*1} function, a simple, stress-free way for customers to order on a web browser. When they’re at the restaurant, customers can use their smartphones to simply scan a QR code^{*2} to pull open a menu — no need to download an app.

In response to the COVID-19 pandemic, Self-Order was launched three months in advance of its original launch plan to quickly meet

customers’ needs, and minimize interactions with restaurant staff and common touch points at restaurants. The restaurants using the service have praised it for enabling its staff to spend more time on improving hospitality. Air Regi Handy also syncs with “AirREGI”,^{*1} making way for a smooth payment process every time. In October 2021, Self-Order was updated with a new function that frees customers from waiting in line to pay at a register.

[Read more ↗](#)

^{*1} Japanese

^{*2} QR code is a registered trademark of Denso Wave Incorporated.

AirPAY

Payment

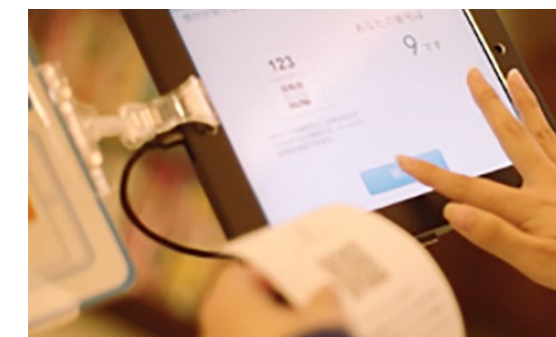
- Cashless payment service for stores
- Compatible with a variety of payment methods



AirWAIT

Reception

- Minimize wait time
- Prevent secondary infection at hospitals



Air BusinessTools Safeguarding businesses amid a health crisis

AirPAY^{*1} is an Air BusinessTools solution that supports store operations by allowing customers to use their smartphone to make various payments on a single card reader. This cashless solution has minimized direct contact between customers and store staff, and has been used more regularly by stores throughout the pandemic. For example, at the Kodawari Shoten mini-supermarket in Waseda, Tokyo, the number of contactless payments made by 60+ aged customers has doubled since the outbreak of COVID-19 in early 2020.

On the same branch of safe, contactless service, Air BusinessTools also offers “AirWAIT”,^{*1} a solution that allows people to not have to wait in line for a service. The Kotani Clinic in Kanagawa Prefecture, for example, uses the “AirWAIT” function to support its online reception services and provide estimated waiting times for patients. Waiting rooms have displays that show the clinic’s live waiting list. Patients can also virtually check how crowded the waiting room is, leading to fewer people in one space.

[Related video ↗](#)

knowbe

Originally, knowbe was a study content service supporting people with disabilities. The realization that support staff were overburdened with administrative tasks, however, prompted the service's evolution. The service's focus shifted from study to a business support SaaS (software as a service) solution.

With their workload eased, staff using the knowbe service could spend more time on support activities. This in turn boosted the level of employment assistance for people with disabilities.

[Read more](#) ↗ (Japanese)



KARADA Assessment

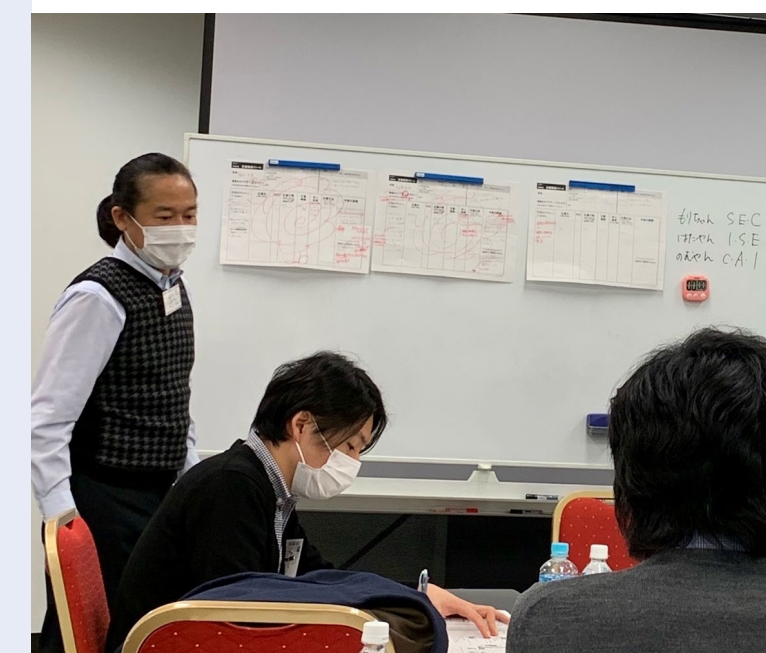
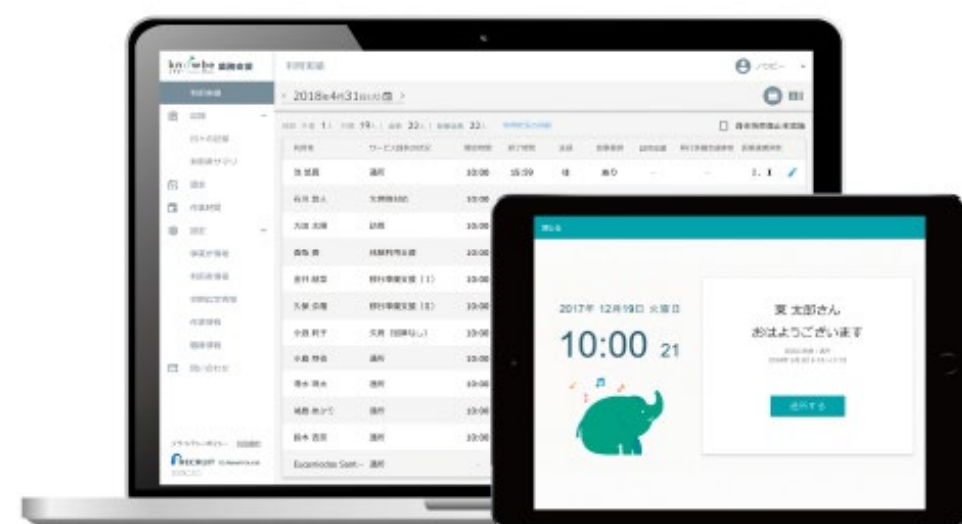
The KARADA Assessment program supports senior citizens who stopped working due to age barriers and/or limited physical capabilities. This nationwide program measures and visualizes a senior's physical strength, operational skills, personality and other traits so they can find suitable work that matches their capabilities and interests. As of November 2021, the program has been offered at 103 locations throughout Japan.

[Read more](#) ↗ (Japanese)

WORK FIT

WORK FIT provides employment support and career education to university students, young unemployed people, juvenile training schools, orphanages and so on to help people find their ideal career path. From 2020, the service launched online sessions in addition to face-to-face programs, and started expanding its client base to universities and affiliated organizations. Since WORK FIT launched in 2011, about 34,000 people have participated in its programs (as of March 2021).

[Read more](#) ↗ (Japanese)





Proposing innovative ideas at Ring and Ring Dash

Ring and Ring Dash are new business proposal contests. Ring launched in 1982 and has resulted in some of Recruit's most innovative and successful services, such as the Zexy brand and Study Sapuri. Everyone — Recruit employee or not — is invited to come up with out-of-the-box ideas for new lines of business and pitch their concepts to the Recruit executive team. To reinvigorate the entrepreneurial spirit of employees each year, the contest has evolved to incorporate workshops and tools that help people search for teammates, draft proposals, and solicit executive cooperation. In 2021, some out of the 964 submitted proposals have already entered the preparatory stage for business development.

[Read more ↗](#)

FORUM — inspiring each other in our everyday work

While Ring is an opportunity for Recruit Group employees to engage in active, collaborative, blue-sky innovation, FORUM is a chance for them to share innovations that have been successful in their work.

Since the company's founding, Recruit has nurtured a culture of reciprocal encouragement, asking employees to share business processes and best practices across departments. FORUM is a celebration of Recruit's approach to knowledge-sharing, based on the notion that employees would benefit from a better understanding of the novel and versatile ways their coworkers have optimized their jobs. Each year, ten teams from four divisions of expertise — sales, engineering, management, and business development — are nominated to share their best practices.



New flexible work styles to suit the individual

When Recruit Co., Ltd. merged businesses in April 2021, the company revised its personnel rules to support new workstyles for domestic employees. Our source of value creation is always our people, so Recruit Group has been designing an institutional system based on the value of respecting individual differences since its foundation. The revision allows our people with diverse backgrounds to choose their own workstyles that enable them to be more autonomous, productive and creative. Specifically, we made the following three changes:

1. Introduced company-wide remote work not bounded by employment type, reason, and number of times, except for some occupations.
2. Increased holidays without changing the annual scheduled working hours and salary. The number of holidays that can be freely taken has increased by 15 days, raising the number of annual days off up to 145 (equivalent to about 3 days a week on average).
3. Changed to a holiday / leave system not based on specific requirements or attributes.

[Read more ↗](#) (Japanese)

Breaking the biases together



Mio Kashiwamura
Corporate Executive Officer (PR), Recruit Holdings Co., Ltd.
Corporate Executive Officer (HR, PR, Sustainability), Recruit Co., Ltd.

Inside Out

In her free time, Mio enjoys going on walks, meditating, and relaxing at *senjo*, traditional Japanese public bathhouses.

How our DEI team is leveraging diversity to challenge the status quo and create new value

“Bet on passion” is a Recruit Group core value that has been cherished since the early days of our company. It represents the idea of looking for and believing in the potential of every person, and working together to spring innovation powered by individual curiosity and pursuit of passion. This concept has remained steadfast and proven fundamental to our survival as we have navigated over six decades of changing times, and it is with this core value in mind that today, we at Recruit must step up to fully embrace and celebrate diversity, so as to successfully meet tomorrow’s challenges.

When it comes to diversity, Recruit Group believes that betting on passion means bringing more voices to the table. In order to continue providing products and services that society will value in the future, it is important that we foster an inclusive environment where diverse talents can collaborate and co-create — all while having the space to celebrate the value in their individuality. This means uplifting historically marginalized groups, such as women — the key to enabling opportunities for other groups — racial minorities and LGBTQ+ individuals, and placing them in positions of leadership. Such

efforts also extend to expanding access to work for persons with disabilities, senior citizens, and those from other countries.

Across these efforts, Recruit has been hard at work in enabling more women to take on greater roles in society. Women represent just over half of Japan’s population. However, international studies on the gender gap show that women here have long been excluded from opportunities for upward mobility. Research suggests that labor practices employing seniority systems and batch hiring new graduates have contributed to homogenous corporate cultures. Similarly, unclear job descriptions that imply that workers are expected to be available at all times hinder labor mobility and flexibility.

At Recruit Group, we believe it is vital to fundamentally update the roles and requirements of leadership — long based on past practices — into ones that embrace diverse perspectives, critical for innovation. Together with our stakeholders, we must transform our future through inspiration and by challenging standard labor market practices.

In 2006, Media & Solutions SBU established a dedicated diversity and inclusion organization to introduce various measures that encourage work and family life balance, especially for

women. Since then, we’ve refined these measures to ensure that everyone can be present for essential family events and responsibilities, including childcare and nursing care. We are continuing to educate our management teams on DEI, and are actively encouraging male employees to take childcare leave. We have seen some positive change within Recruit: as of April 2021, nearly 30% of Recruit managers were female. However, Recruit Group’s FY2030 goal of achieving gender parity still has a long way to go.

We walk this journey together with our Group allies and stakeholders. Media & Solutions SBU is closely collaborating with Japan-based companies in the HR Technology SBU and Staffing SBU on these efforts toward achieving gender parity in Japan, and realizing a society where everyone can freely choose how they work and live. Together, we challenge the status quo.

It’s clear that Japanese society is ripe for change. As we continue to weather the COVID-19 pandemic, society is closely watching and holding companies and organizations accountable on their promise to proactively embrace and welcome diversity. For us to be able to continuously deliver new value to society, we will continue to update and deliver on what diversity means to us.

Women's career development

Career Cafe 28

Career Cafe 28 offers training for female employees in their late twenties to energize their professional development and career advancement. The training program teaches them how to plan their careers so that they may find success regardless of whatever life events come their way. Over 1,000 employees have gone through this training since it was first offered in 2012.



Management training

DEI VR training

To enable a deeper understanding of the importance of diversity and foster empathy for different lifestyles choices, we've been conducting experience-based training using virtual reality (VR). The first VR training program was designed to help managers sincerely support employees struggling to balance childcare and work.

Career Cafe 28 BOSS

Career Cafe 28 BOSS is a management training program launched in 2015. Presenters from outside Recruit teach managers about the significance of promoting the careers of female employees. It supplies them with various hands-on management tactics to help women thrive at work. More than 920 managers have participated in the program and have offered feedback such as, "Right after I attended the training, I put what I'd learned about communication into practice to help nurture the potential of my female team members. This training helped me understand what to prioritize in staff management, and I think every single manager should take it."



Diverse and inclusive workplaces



Workstyle considerations

Comprehensive work-life balance support

We focus heavily on supporting work-life balance by organizing various events to create an environment in which all our diverse employees can flourish. In FY2020, we organized a total of 33 online events that drew approximately 4,500 employees in total. We are also implementing measures to enhance work-life balance. For example, regardless of gender, employees (including contract employees), can take up to 40 days of maternity and parental leave for children younger than 12.

Nursery school concierge

In response to the growing need for nursery school support in the Tokyo metropolitan area to assist affiliated nursery schools, we launched our “Hokatsu-no Mikata” consultation service (pictured above). Employees in need of childcare can work with HR staff to understand the different rules and regulations of each municipality and find nursery schools that fit their lifestyles, allowing them to return to work with no worries.



LGBTQ+ Inclusion

To educate employees about LGBTQ+ identities and support our LGBTQ+ employees, we have expanded familial benefits to same-sex partners, launched our LGBTQ+ Hotline, and released a voluntary e-learning program. Approximately 20,000 employees have participated in the e-learning course so far. After completing the program, over 5,000 employees self-identified as new LGBTQ+ allies and received commemorative keychains (see photo). In recognition of these efforts, we have received a Gold rating in the PRIDE Index — an evaluation index created by the Work with Pride organization to assess LGBTQ+ related corporate initiatives — for four years running.



Data Privacy

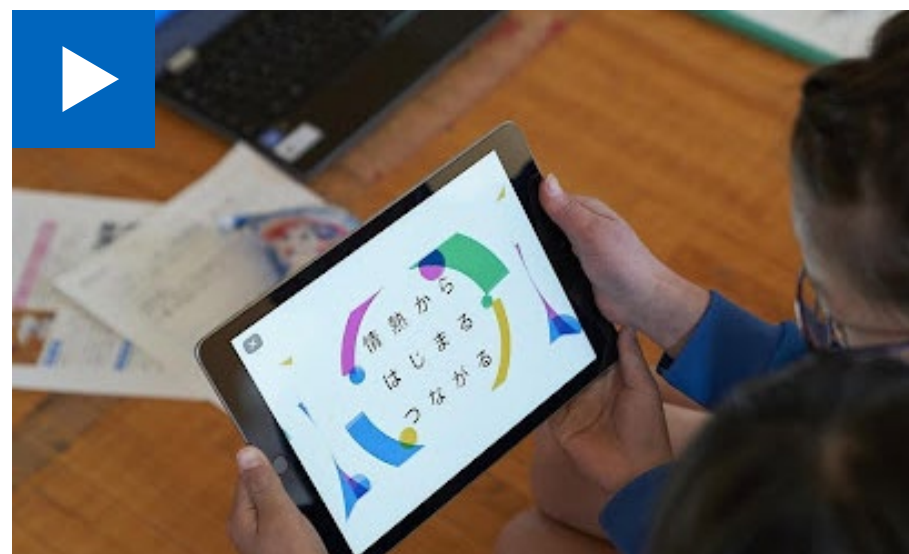
Recruit's user-friendly Privacy Center is now available to the public

The Media & Solutions SBU (M&S SBU) uses personal data in a way that benefits all users, increases convenience for them, and contributes positively to society. However, in 2019, it was discovered that the "Rikunabi DMP Follow" service had not properly obtained user consent to transfer some personal data, which caused concern for many individual users. The service was promptly discontinued on August 4, 2019.

M&S SBU has taken this situation very seriously and is working diligently to prevent any recurrences. As one measure, we released our "Personal Data Policy" in April 2020 to clarify how Recruit handles and processes data for its services.

Based on those guidelines, we also established our [Privacy Center](#) (in Japanese) to outline our privacy policy and share our security initiatives with the public in an easy-to-understand manner. Recruit will always strive to provide better services and safeguard the privacy of individual users, all while aiming to fulfill the evolving needs and expectations of society.

[Read more ↗](#)



ParaRing

Creating content that inspires a kinder, more inclusive society

"ParaRing" is a neologism coined from the terms "paradigm shift" and "ring." This Recruit accessibility initiative is aimed at ensuring that every individual can play an active role in inspiring a kinder, more inclusive society. ParaRing provides free online educational content for elementary school students, including 360° immersive videos of parasports filmed from the perspective of the athletes.

[Read more ↗](#) (Japanese)

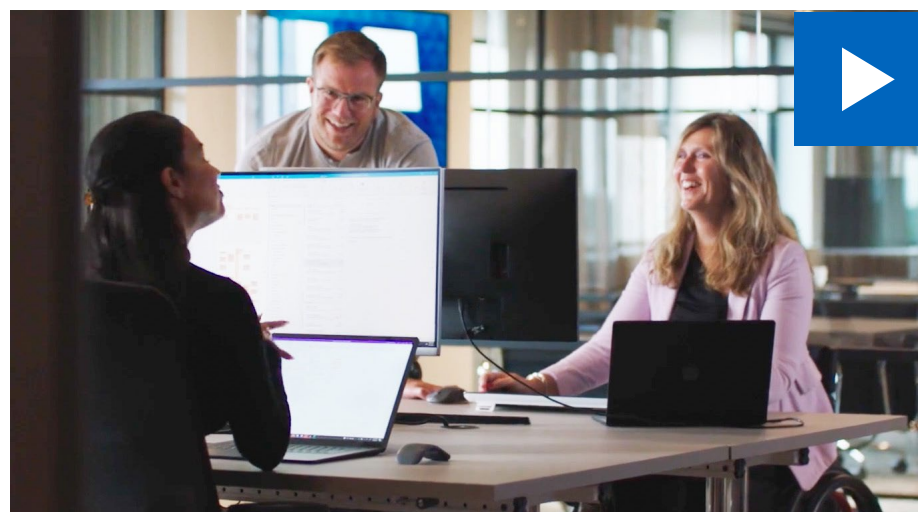
Renovations with community heritage and environment in mind

Our Kudanzaka Sustainable Project is an environmentally conscious undertaking that introduced a new way of updating office spaces while preserving their uniquely historic characteristics. In this project, we updated a 61-year-old building located in Chiyoda-ku, Tokyo, using modern design and technology tools without sacrificing the building's character.

We retained the building's most appealing features, including its signage and carefully crafted staircase. To soften the project's environmental impact, we limited the use and disposal of materials for the construction of walls and raised flooring.



In consideration of the local community's connection to this long-beloved landmark, we also preserved the surrounding landscape without changing the building's external appearance.



Watch the Staffing SBU's brand video: The international network of RGF Staffing brings diverse job opportunities around the world.

Local strength, global impact

Staffing SBU's purpose is to contribute to society by connecting individuals and businesses while offering both a multitude of choices through its global staffing network. The social value we provide is best described as offering "Opportunities for Life" around the world to people from all walks of life. We do this by presenting them work and career opportunities and at the same time helping enterprises establish an effective workforce to continuously move them forward. Today our operations span the world: Japan, North America, Europe, Australia. We provide staffing services in a wide range of fields, such as clerical, industrial, medical and technical. In addition to temporary staffing and permanent placement, we offer consulting solutions from professionals with highly specialized expertise in fields such as IT, engineering, finance and legal.

Japan

In Japan, our staffing business provides a broad range of staffing solutions across all industries and professions — including clerical, industrial, engineering and IT. The combination of our two brands, Recruit Staffing and Staff Service Group, constitutes the leading player in Japan's staffing market, with a presence in all major cities. Recruit Staffing is particularly strong in providing clerical job opportunities, especially in metropolitan areas such as Tokyo, Osaka and Nagoya. Staff Service Group provides a wide range of job opportunities through strong relationships, mainly with local companies, including those in smaller cities across the nation.

Europe

In Europe, our staffing business is positioned in the northwestern region, with staffing activities concentrated in Belgium, France, Germany, the Netherlands and the United Kingdom.

With Start People, Unique, Secretary Plus, Bright Plus, USG Professionals, Advantage Resourcing as our main brands, we have built robust local networks to serve job seekers and enterprise clients across these countries in virtually all market segments.

North America

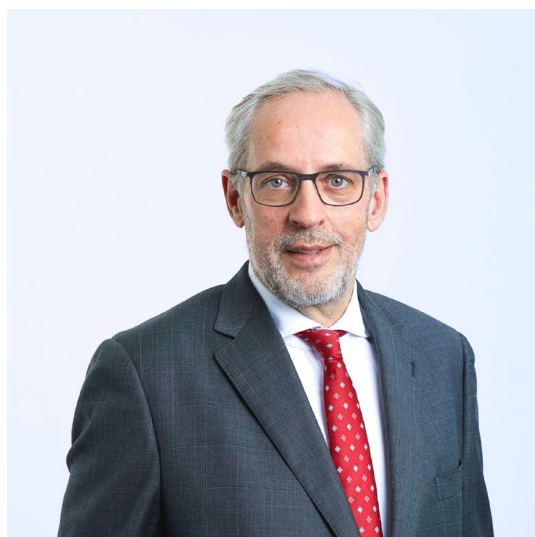
In North America, Staffmark Group and CSI Companies are our staffing business representatives. Staffmark Group is a family of staffing brands in the US and Canada, providing staffing solutions for small businesses as well as large companies. Staffmark Group brands include: Staffmark, Advantage Resourcing and Advantage xPO. Each provides expertise, connections and technology to connect job seekers and enterprise clients. CSI Companies designs staffing solutions for companies across a wide range of industries, focusing on professionals in IT, finance, healthcare, pharmacy and office work. We have a leading position in the professionals market in the US Southeast.

Australia

In Australia, we offer a broad range of staffing services from various well-established brands and a variety of opportunities for job seekers. RGF Staffing APEJ (formerly Chandler Macleod Group) spans the Asia-Pacific region, including Australia, New Zealand, Hong Kong and Singapore. RGF Staffing APEJ's brands include Chandler Macleod, Peoplebank, Vivir Healthcare, ahs hospitality, OCG, Aurion and Leaders IT Services.

Message from the Head of Staffing SBU

Doing good for the world and leading with a positive mindset



Rob Zandbergen

Managing Corporate Executive Officer, Head of Staffing Business, and CEO of RGF Staffing B.V.

Inside Out

During his days at a military academy, he was a mid-/long-distance runner competing at the national level (1,500, 3,000, and 3,000 meters steeplechase) and won several events.

We provide jobs to a vast variety of people, offering opportunities that can truly alter and improve someone's life. While having a job is essential for many people, it goes without saying that health and wellbeing are two core conditions for living a good life. We've become even more focused on and committed to these aspects in light of the COVID-19 pandemic.

During the pandemic, many people have experienced job loss and job insecurity. As the pandemic spread across the globe, our core focus was to provide newly unemployed people with new jobs as quickly as possible. It was especially important for us to help people meet their basic needs so that they could continue paying their bills and putting food on the table. And while helping people find work is what we always aim to do, that's not where it ends for us. We are driven to go further and provide people with opportunities that allow them to thrive, help build a successful career, and make their lives better.

For example, RGF Staffing in the Netherlands* placed 10,000+ staff at COVID-19 vaccination sites operated by the Dutch Public Health Service. Some of them are people from the restaurant and travel industries who had lost their jobs due to the spread of COVID-19. We did our best to support those who were willing

to use their expertise, get retrained, and help society in the fight against the virus all around the Netherlands.

On another note, in Japan, Staff Service introduced a chatbot in English and Portuguese with the goal of better assisting foreign temporary staff. These staffers needed friendlier assistance to keep up with the constant changes in work rules and regulations the pandemic brought about, with circumstances making it more difficult for them to ask for support in person. Our new chatbot is making it easier and safer to access necessary information virtually, allowing our staffers to focus on their work.

In addition to our COVID-19 related initiatives, we are working diligently to deliver a positive social boost to our local communities. Over the past year, we've offered support for a wide range of activities, such as providing mentoring programs for those in need, raising funds for various charities, and supporting local schools in their early career support initiatives.

RGF Staffing has made diversity, equity and inclusion (DEI) a priority. That includes organizing inclusive leader workshops for our Board of Directors and local CEOs and setting up Employer Resource Committees

to support underrepresented groups, as well as helping our businesses discover the best ways to create and implement their diversity objectives through monthly DEI Roundtable events. At these monthly events, our global leaders share best practices and inspiration, and work together as a team to cohesively realize global targets.

We still have a lot of work to do. I know that finding and securing a job can be tough, especially in the current environment. We worry every day about people who are still struggling to find the right job. But this is what motivates us to continue to take our responsibilities seriously and connect as many people as possible to jobs that enable them to thrive and live a comfortable life.

I am proud of the passion and commitment our people show every day for this cause. The challenges the pandemic poses have only inspired us to think, work and collaborate with even more creativity and compassion.

* Formerly USG People the Netherlands

Autonomy leads to growth

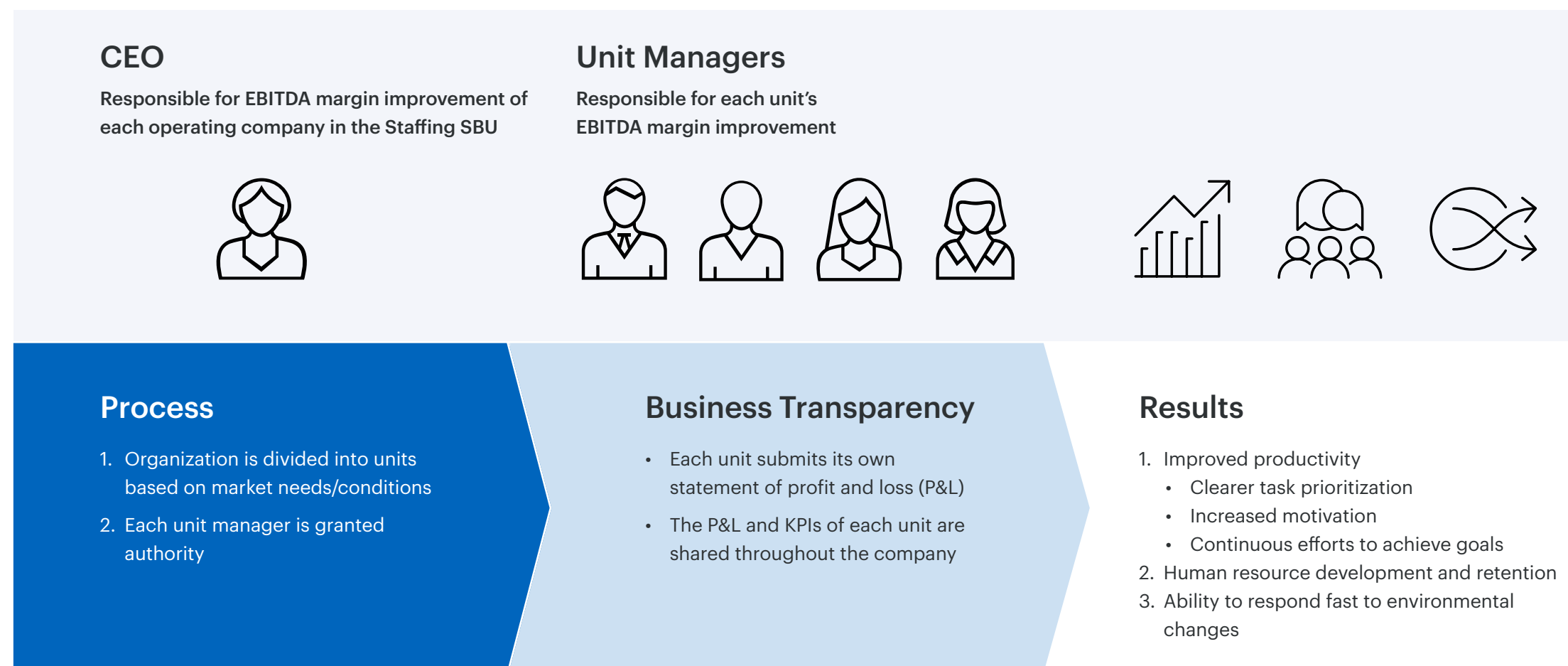
Unit Management encourages discretion and maximizes results

Staffing SBU conducts business in many countries and regions, and a crucial element of its success is the localization of products and services to fit the needs of individual markets. This is possible because we use the unit management system, a style of management that gives individual businesses the flexibility to make decisions based on their deep knowledge of local client needs and market situations.

The unit management system divides an organization into small units based on differences in the markets they serve. Each unit is regarded as a standalone company, and the unit manager has the authority to make decisions. This arrangement allows each unit to devise and execute actions to effectively implement Recruit Group's strategic priorities for each market, with the goal of maximizing their local profits.

The system is designed to enhance each unit manager's sense of ownership and promote higher-quality decision-making. Common challenges and solutions in global markets are passed among the units to describe their approach to value creation and align their strategies with the larger SBU strategy.

The result is improved productivity and profitability for each unit and the entire SBU.



Staffing SBU Stories

Supporting the health and well-being of our people and society



[Read more ↗](#)

Mobilizing Front-Line Personnel for Vaccination Sites

RGF Staffing the Netherlands

Almere, the Netherlands

RGF Staffing the Netherlands (formerly USG People the Netherlands) provided staff for the COVID-19 vaccination sites run by the Dutch Public Health Service. During the spread of the disease, RGF Staffing the Netherlands rapidly dispatched more than 10,000 staffers to help with PCR testing, contact tracing and vaccine administration.

Only certified medical professionals can administer vaccinations, so they needed to find qualified candidates, train them, and dispatch them efficiently.

Dispatching supervisors to manage each vaccination site was also essential. To meet these demands across the country, they set up an internal database with information on the

number of outsourced medical practitioners per site, how many staff are qualified or require additional training, who was ready to be dispatched, and where they were needed.

RGF Staffing the Netherlands remains committed to providing comprehensive support to staff in the field, and they believe it will help the Netherlands.

Fostering financial wellbeing through on-demand pay

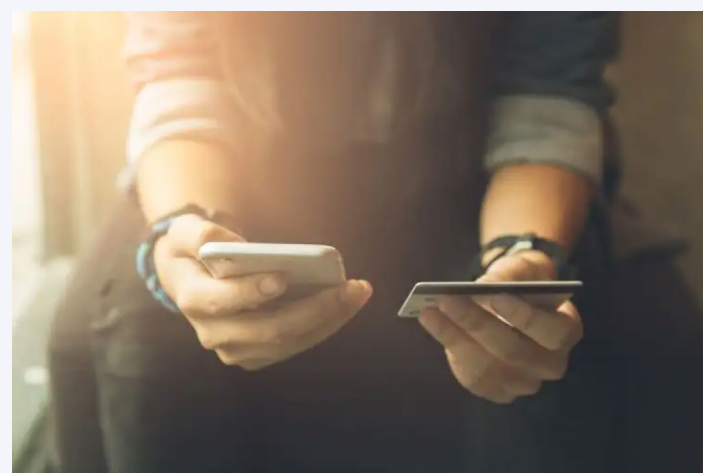
Staffmark Group

Cincinnati, the US

For anyone living paycheck to paycheck, money management can be a constant source of stress and worry. Some might struggle to afford essential purchases before payday.

Some turn to short-term loans with high interest rates, which puts them into debt and can exacerbate the problem. Staffmark Group realized that providing more financial stability to its talent could only lead to positive outcomes.

Staffmark Group partnered with a US fintech company, DailyPay, to offer real-time access to wages through a mobile app. It is clear the



solution is helping its talent better manage their daily lives. The average withdrawal amount is \$77, which shows that the app is being used to help with essential expenses.

From allowing people to purchase food, medicine and diapers, to providing them with easy access to monthly bills, the solution is to help people live with dignity.

[Read more ↗](#)

Promoting the Adoption of Working from Home for Temp Staff

Recruit Staffing

Tokyo, Japan

Since 2019, Saeko Hirata — the manager of the SmartWork Development Department at Recruit Staffing — has been focused on promoting working from home for temps, a workstyle accommodation that allows temporary staff to work from home.

The idea of temps working from home was conceived in 2018 when Michiko Shimizu of the Legal Department and Saeko proposed it for Recruit Staffing's new business proposal system, Workstyle Maker's SEEDS. According to a Recruit Staffing survey, the working-from-



home implementation rate of temporary staff in Japan had been historically low. However, given the rise of working from home due to the COVID-19 pandemic, Saeko and the sales representatives are encouraging more companies to consider adopting working from home for temps. Watch this video to learn more about Saeko's desire to expand the possibilities of work, and hear the stories of temporary staff who have benefitted from having the option to work from home.

Building an inclusive world of work by overcoming labor market bias and barriers



Building confidence, skills and inclusive futures in rural Australia

Chandler Macleod

Victoria, Australia

Within Australia, Indigenous people face barriers when it comes to securing sustainable employment. Figures show that Indigenous people are 2.7 times as likely to be unemployed as non-Indigenous people. To address this disparity, Chandler Macleod created bespoke, employer-led training programs to help employers create long-term solutions to these issues. The program provides education and training that creates a link between the needs of local communities and the strategic goals of employers operating in the area.

So far, Chandler Macleod has achieved good results in rural Australia and benefited local communities, employers and Chandler Macleod itself. But the team is not done yet. The goal is now to expand the program out of Victoria into every state the company has a presence in.

[Read more ↗](#)

More than a job: Independence through inclusive employment

Staff Service Group

Tokyo, Japan

Staff Service Business Support's "Cloudwork" service promotes a flexible environment for people with disabilities through remote work. Cloudwork's goal is to eliminate biases and negative stereotypes about people with disabilities who cannot commute, and to provide them with inclusive employment opportunities and responsibilities. Today, 330 of our Cloudwork employees (called the "Cloud Crew") accomplish tasks as a team and stay connected through frequent virtual meetings. Watch the video below to learn more about how the Cloud Crew finds joy in their work and takes pride in contributing to Staff Service's mission.



DEI at Staffing SBU

Building a society where everyone can shine

Week of the Anonymous CV

Every company wants to hire the best of the best, but unconscious biases can sometimes prevent qualified candidates from moving forward. A candidate's personal data (like their name, age, gender and address) can influence recruiters' impressions during the hiring process and even cause them to overlook relevant skills and experience.

Unconscious biases limit the diversity of workforces and perpetuate social prejudices. To help ban these biases from the hiring process and reduce their negative effects on job seekers and employers, we've instituted the "Week of the Anonymous CV."

For one week, we remove all ages, genders, addresses, dates and names from the resumes our hiring managers evaluate. The only information considered is the candidate's work experience and education, meaning recruiters must judge the candidate on skills and competencies alone rather than their perceived suitability for a role based on superficial factors.

Some of our clients opted not to participate, citing the need to evaluate a candidate's holistic profile, but most were intrigued by the plan and happy with the results. We saw a

significant jump in job applications and many candidates who had initially struggled to find employment were quickly hired. In fact, this ambitious and unprecedented program was so successful that the three largest municipalities in the Netherlands (Amsterdam, the Hague, and Rotterdam) decided to incorporate anonymity into their hiring processes.

By removing unconscious biases from hiring and adopting a culture that prioritizes diversity and inclusivity, businesses can attract and employ the most skilled and qualified employees. We're excited to expand this program and continue to support inclusive hiring practices and equal employment opportunities through other unique initiatives.

Inside Out

While she travels most workdays, on weekends she loves to volunteer in areas near the small, 4,000-person city where she lives.

Diana Magielsen

Managing Director,
UNIQUE in the
Netherlands



Giving people a chance and training to qualify them as administrative staff

Staff Service Group

Tokyo, Japan

"What if an employment agency started helping non-qualified workers get into office work through skills training and career development?" This is the thinking behind our Mira-yell service, which specializes in finding long-term administrative positions for individuals with little or no prior experience in office work. It includes pre-employment training in office skills and business manners, plus benefits that usually accrue to full-time employees, such as maternity and childcare leave.

This new model of employment helps working mothers and other disadvantaged groups shift into more comfortable and less strenuous office work. As of the end of September 2021, more than 6,000 people have taken advantage of the service, and they rate it highly.

[Read more ↗](#)



Supporting talents with neurodiversity

Peoplebank

Canberra, Australia

Job candidates are placed after a structured four-week assessment and receive training from mental health professionals. All line managers and coworkers are also trained to support the new employees and integrate them into their teams. So far, the program has placed thirty-five candidates in full-time technology-related roles involving such tasks as software testing, data science, cybersecurity, and systems monitoring. The new hires report feeling motivated by their new responsibilities.

[Read more ↗](#)

Peoplebank is committed to expanding job opportunities for candidates with neurological differences. In the realm of neurodiversity, people with differences such as autism spectrum disorder (ASD) or dyslexia are seen to promote diverse thinking, benefitting teams, organizations and the wider community. To increase neurodiversity in Australia's workforce, Peoplebank — one of RGF Staffing APEJ's companies (formerly Chandler Macleod Group) — has partnered with Specialisterne to develop a program that helps candidates with ASD find suitable employment.



Helping young people get jobs

Start People, ASA and CSI Companies

Europe has high youth unemployment rates, which is why Start People from RGF Staffing France (formerly USG People France) and ASA from RGF Staffing the Netherlands (formerly USG People the Netherlands) offer workshops to help young people with their social skills, job interviews, job searching and training.

Meanwhile, CSI Companies, which is based in the US partnered with local colleges and high schools to increase the number of kids from under-represented groups, which for the Jacksonville area are kids of color, who go into technology fields.

This program is called CSI Connects, and it was an outgrowth of the CEO Challenge, an internal talent development program for RGF Staffing's senior leaders that fosters innovative ideas.

[Read more ↗](#)

DEI at Staffing SBU

Building a society where everyone can shine

Providing support for international candidates

RGF Staffing Germany, Techno Service (Japan)

RGF Staffing Germany (formerly USG People Germany) and Techno Service in Japan support international candidates and temporary workers so that they can work comfortably. That assistance includes internal recruiters who speak a variety of languages, personal follow-ups after employment, and assistance with translating contracts and handling tax filings.



PRIDE Index

Recruit Staffing

Tokyo, Japan

Recruit Staffing received the Gold award in the 2021 edition of the PRIDE Index, making it the second year in a row. The PRIDE Index is an evaluation created by the organization “work with Pride” to evaluate corporate initiatives that support LGBTQ+ employees.

Since the end of March 2021, we have offered online video content that supports deepening one’s understanding of the lives of LGBTQ+ people. We made this learning tool available not only for our own employees and temporary staff, but also for our over one million registered members.

International Women’s Day 2021

RGF Staffing

RGF Staffing celebrated International Women’s Day 2021 with all its operating companies. As in previous years, this day of celebration was high on their agendas. Each firm has their own way of interpreting the 2021 theme: “Choose to challenge — From challenge comes change.” To build a world where no woman has to give up anything, and to enable true gender equality, we all need to challenge the status quo.

RGF Staffing CEO Rob Zandbergen says: “Across our entire organization we have set wider sustainability goals, including gender diversity. For example, in Belgium we have had a 100% female management team for the last couple of years. We are fully committed to work adding more female leaders across our businesses. We support our commitment through ongoing education and engagement programs.”

[Read more ↗](#)





Protecting & preserving the environment

Each company in the Staffing SBU is making concerted efforts to protect and preserve the environment, enhance sustainability education, and raise awareness of the problems we must address. Initiatives include:

Eliminating the use of plastic

- RGF Staffing UK switched from water coolers to a water filtration system that donates to the development of water systems in Africa.
- Staffmark Group and RGF Staffing France (formerly USG People France) only provide reusable bottles and cups and encourage employees to use them.

Reducing waste

- RGF Staffing headquarters and RGF Staffing APEJ (formerly Chandler Macleod Group) encourage all employees and even visitors to bring their own reusable coffee cups to work.

Reducing GHG

- Recruit Staffing and Staff Service set annual environmental targets and take measures such as digitalization of their operations to reduce paper usage.
- Nearly 100% of the electricity that RGF Staffing Germany (formerly USG People Germany) and RGF Staffing APEJ's offices in New Zealand consume are from renewable energy sources, and the figure is over 50% at RGF Staffing the Netherlands (formerly USG People the Netherlands).
- Start People France, part of RGF Staffing France, planted 33,000 trees in France to reduce its carbon footprint ([read more](#)).



Bringing dreams to life for children in need

CSI Gives Back

CSI Companies

[Florida, the US](#)

CSI Companies (formerly The CSI Companies) is a recruiting firm operating in the United States. In addition to providing job opportunities, the firm contributes to local communities through its “[CSI Gives Back](#)” initiative. This is the firm’s way of showing support and appreciation to the local people and businesses that help make the organization successful.

CSI Gives Back is a nonprofit organization whose mission is to: “Identify and support local organizations that directly impact those in true need. Providing acts of kindness and bringing smiles to our community.” This aligns with the people-centric ethos of Recruit Group, and is powered by financial donations that sponsor education and provide trips and activities that help children live their dreams.

To date, Becky, Deborah and the CSI Gives Back team have improved the lives of over 5,000 children and families on the First Coast.

[Read more](#) ↗

04

Databook

For further information on Recruit Holdings, please refer to the reports and corporate blog linked below.

Financial Results and Regulatory Disclosures

[Earnings Releases](#) 

[Annual Report](#) 

Translated from “Yukashouken Houkokusho”

[Corporate Governance Report](#) 

ESG Related Information

[ESG Data Book](#) 

[Corporate Blog – ‘Inside Out’](#) 



About Recruit Group Profile: Inside Out 2021

“Recruit Group Profile: Inside Out” is an annual publication that provides a comprehensive overview of Recruit for a wide range of stakeholders. Now in its second year, it features stories that illustrate how our internal corporate activities (=Inside) are expanding beyond Recruit and making an impact on people worldwide (=Outside).

This year’s edition builds on the first, and in a time of rapid change brought on by the COVID-19 pandemic, includes not only key information about our business, but also our newly announced commitment to sustainability and the initiatives we are taking to achieve these ambitious goals.

Detailed information about our finances, business strategy, governance system, and risk management can be found [on our website](#), while more stories from Recruit Group are available on our [corporate blog](#).

**Recruit Group Profile: Inside Out Editorial Team
December 2021**

Notes on the contents

While preparing this publication, we have assumed the accuracy and completeness of the information available to us (including information prepared by third parties). However, we can make no representations or warranties, expressed or implied, as to its actual accuracy or completeness. Although this publication contains statements about the future, actual results may differ materially as a result of various risks and uncertainties.

We are under no obligation to update or revise any information in this publication based on future events. This report has been prepared for general information purposes only. Neither this report nor its contents may be published or used for any purpose by any third party without our prior written consent.

Report period

Recruit Group Profile: Inside Out 2021 covers the period between April 1, 2020, and March 31, 2021. Some references are made to dates before and after this period.

