

Recruit Holdings Co., Ltd.

InsideOut 2020

RECRUIT GROUP PROFILE



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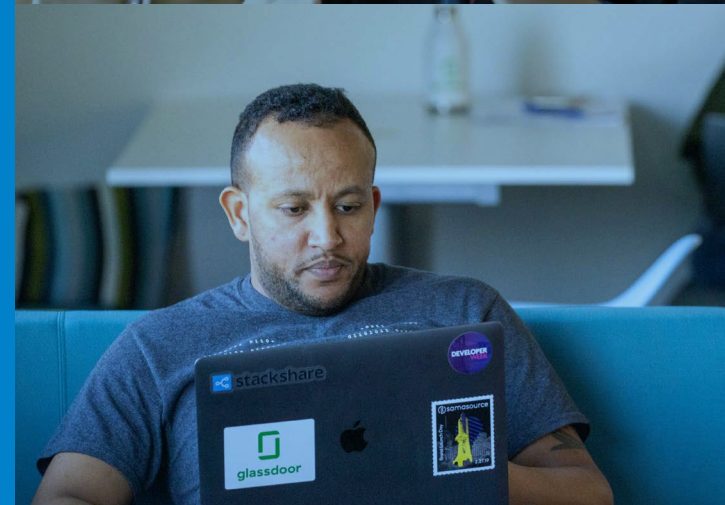
01 At a Glance



Recruit Group in Numbers

COVID-19 Response Summary

Our Value Creation





Consolidated Results for FY2019

Revenue
¥2.39 trillion

Adjusted EBITDA
¥325.1 billion^{*1}

Adjusted EPS
¥121.03^{*2}

[Latest financial results](#) ↗



Global Footprint

Countries served
60+

Employees around the world
49,000+^{*3}

[P.13 for more](#) ↗



Idea Generation

New business proposals submitted to Ring
834^{*4}

[P.20 for more](#) ↗



Media & Solutions SBU Air BusinessTools^{*5}

Sizeable growth opportunity:
No. of potential locations
2.9 million

AirPAY accounts
149,000

Multi-service accounts
102,000

[P.52 for more](#) ↗



Female Employees & Managers^{*6}

Female employees
49.6%

Female managers
40.2%

[P.34 for more](#) ↗



Remote Work in Response to COVID-19

Employees working remotely
95%^{*7}

[P.05 for more](#) ↗



HR Technology SBU

Indeed: Monthly unique visitors
250 million^{*8}

Glassdoor: Companies listed
1 million+^{*9}

Reviews and insights
70 million+^{*9}

[P.43 for more](#) ↗



Staffing SBU

4th^{*10}
Largest revenue globally

[P.56 for more](#) ↗

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

^{*2} Adjusted EPS = adjusted profit / (number of shares issued at the end of the period - amount of treasury stock at the end of the period).
Adjusted profit = profit attributable to owners of the parent ± adjustment items (excluding non-controlling interests) ± tax reconciliation related to certain adjustment items.
Adjustment items = amortization of intangible assets by acquisitions ± non-recurring income/losses.

^{*3} As of March 31, 2020.

^{*4} As of August 30, 2020.

^{*5} As of March 31, 2020.
Estimate based on the 2016 Economic Census for Business Activity conducted by the Ministry of Internal Affairs and Communications and the Ministry of Economy, Trade and Industry, and other sources. Please refer to the [Annual Report translated from Yukashouken Houkokusho FY2019](#), pages 21-22, for further information.

^{*6} As of April 2020. All of those in managerial positions that have subordinates, calculated from Recruit Holdings, SBU Headquarters, and primary operating companies of each SBU.

^{*7} Based on Recruit Holdings Co., Ltd., and Recruit Co., Ltd., employee entry/exit logs from April 7, 2020, to May 25, 2020.

^{*8} Approximate number. Source: Internal data collected with Google Analytics, Q4 FY2019

^{*9} Glassdoor Internal Data, as of June 2020.

^{*10} SIA (Staffing Industry Analysts), "Largest Global Staffing Firms 2019."

Braving the unpredictable together

Our hearts go out to everyone who has been affected by the global spread of the novel coronavirus (COVID-19). Our sincere gratitude goes to the many people around the world, including medical professionals and frontline workers, who are working tirelessly to prevent further transmission of the disease.

The spread of COVID-19 has dramatically impacted our day-to-day lives. At Recruit Group, our hope is for everyone to devote themselves to what truly matters to them. This vision, “Follow Your Heart,” underpins everything we do, even during these difficult times, and it is why we have worked harder than ever to support those around us experiencing loss of revenue or unemployment. We will continue to organize unique business activities and strategies to overcome these hardships in the hopes of a better and brighter future.

Here, we have gathered stories of what we have learned and how we have responded to the spread of COVID-19.

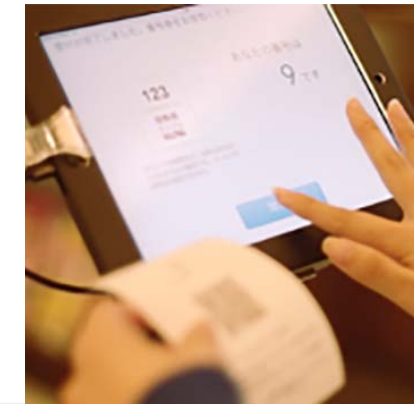
Supporting NHS recruitment with teamwork and innovation
Indeed UK

[Read the Article](#) ↗



Safeguarding businesses amid a health crisis
Air BusinessTools

[Read the Article](#) ↗



COVID-19 has accelerated the integration of work and housing
SUUMO

[Read the Article](#) ↗



Providing chances to learn online
Study Sapuri & Quipper

[Read the Article](#) ↗



Expanding the potential of temporary workers
Recruit Staffing

[Read the Article](#) ↗



Adapting to the new normal
Indeed Virtual Hiring Events

[Read the Article](#) ↗



Evolving with the times

Business field expansion

For over 60 years, we have expanded our business using the “[Ribbon Model](#)”: matching individual users and enterprise clients in meaningful partnerships. Recruit Group started as a talent-matching media company for university graduates, and has since grown new lines of business in the housing, automobile, bridal, travel, dining, and beauty industries.

Our goal is to become a global leader in HR matching, and we will continue to work to create new value for society through our SaaS (Software as a Service) solutions.

Digital transformation

Recruit Group was among the first to use computers in the 1960s to digitize and improve the distribution of information. Since then, we have continued to take advantage of new technologies to transition from paper media to widely-accessible online media, and then to media optimized for mobile devices.

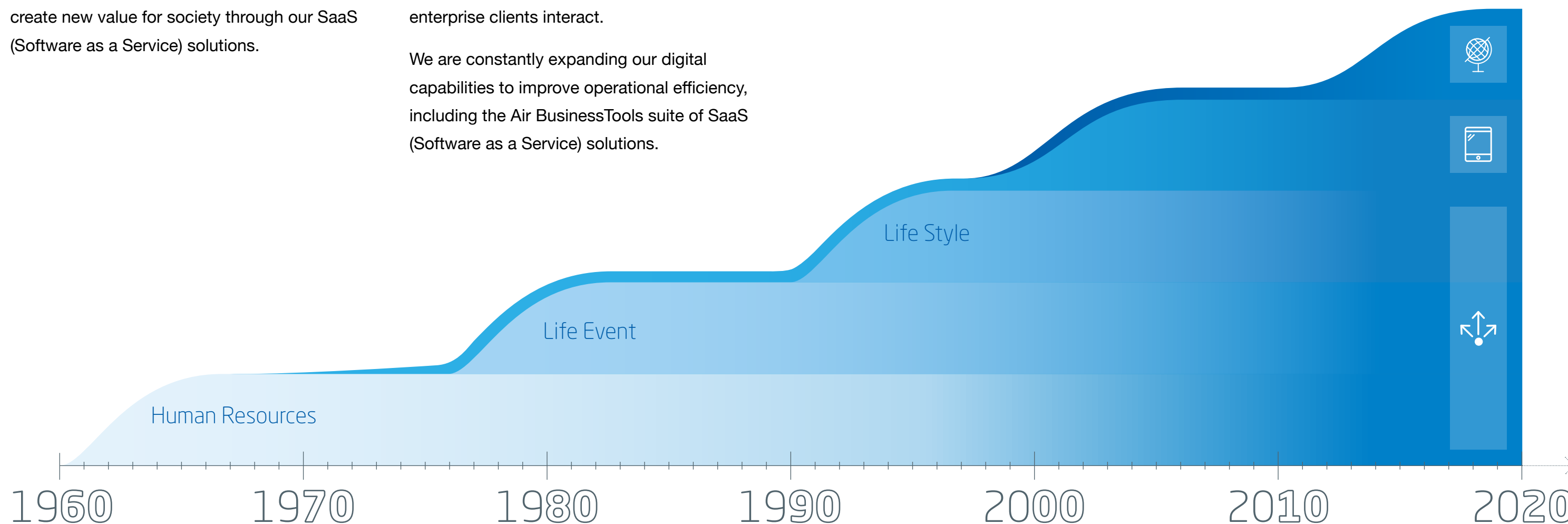
Our digital transformation has allowed faster and more convenient delivery of information and changed the way that individual users and enterprise clients interact.

We are constantly expanding our digital capabilities to improve operational efficiency, including the Air BusinessTools suite of SaaS (Software as a Service) solutions.

Globalization

In the 2000s, Recruit Group began business development outside of Japan with the aim of finding new applications for our information distribution and matching expertise. We acquired businesses in the U.S., Europe, Australia, and beyond, starting with The CSI Companies in 2010. The acquisitions of Indeed in 2012 and Glassdoor in 2018 led to the establishment of our HR Technology business and brought the number of countries we serve to over 60.

[View our full history online](#) 
[Visit our 60th Anniversary site](#) 



02 Who We Are



Recruit Group

- Vision, Mission & Values
- Message from Our CEO
- Leadership
- Group Structure
- Value Creation Process
- Our Business Model

People Are Our Strength

- Talent Development Philosophy
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Sustainability at Heart

- Sustainability Management
- Human Rights Policy
- Environmental Measures



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 & 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.

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



Masumi Minegishi
CEO, President,
and Representative
Director of the Board

MASUMI'S INSIDE-OUT

Masumi and his 8-year-old son take piano lessons together. His son now plays very well, so Masumi must practice hard to keep up.

[CEO Message in full](#) ↗

The COVID-19 pandemic has brought tragedy to many people and wreaked havoc on many businesses. It has introduced unprecedented challenges and forced individuals and enterprises to spontaneously adapt. Changes in our working and learning practices have necessarily eliminated many inefficiencies caused by habits and traditional ways of thinking. Developments such as these are accelerating societal shifts to new ways of living around the globe.

In light of the pandemic's effects on the world's economy, and despite its short-term impact on our businesses and revenue, we are seeing an even greater need for Recruit Group's services. We have adapted our services to help our clients implement safe business operations during COVID-19 while also improving their long-term productivity, and we will continue to develop new tools to meet emerging needs. In this uncertain and rapidly changing global environment, we remain committed to using the latest technologies to provide matching solutions for individuals and enterprises that are faster, simpler, and closer.

Recruit Group's Basic Principle is to "create new value for society to contribute to a brighter world where all individuals can live life to the

fullest." Our long-term growth strategies are built around sustainability management, and we are constantly evolving to strengthen our governance structure and risk management structure, including enhanced data protection measures. Through these efforts we aim to continuously improve enterprise value and shareholder value, and deliver on our vision of a better world.

Our ability to do all of this is thanks to Recruit Group's employees. For over 60 years, we have cultivated a talent management system that embraces individual differences and encourages people to lean into their diverse strengths. Recruit Group employees are empowered to create new value for our stakeholders by pursuing their passions and solving inequalities in the world. In collaboration with a diverse range of stakeholders from around the globe, we aim to contribute to the United Nations' Sustainable Development Goals (SDGs) and spread awareness of Environmental, Social, and Corporate Governance (ESG) standards in all of our business activities. Through these initiatives, we hope to build toward a society where everyone is free to follow their heart and contribute to a brighter future.

Directors of the Board



Masumi Minegishi
CEO, President, and Representative
Director of the Board

Masumi Minegishi has served as CEO, President, and Representative Director of the Board of Recruit Holdings since 2012. 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. In 2009, as a newly appointed Director of the Board and Managing Corporate Executive Officer, he led the housing information business and consolidated numerous operations to build the SUUMO brand.



Rony Kahan
Director of the Board (Non-Executive)

Rony Kahan was appointed as a Director of the Board of Recruit Holdings in 2018. He has also served as Chairman 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
COO, Executive Vice President,
and Director of the Board

Hisayuki "Deko" Idekoba is COO and Executive Vice President of Recruit Holdings, overseeing the company's business operations. He was appointed as a Director of the Board in 2019. Mr. Idekoba has led the digital transformations of the Company's numerous businesses, including travel, beauty and dining. He was responsible for transitioning print publications and marketing into online businesses. In his previous role as head of digital strategy, he led the acquisition of Indeed and later served as Indeed's CEO, turning 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 Chairman of the Board of Asahi Group Holdings, Ltd., has served as an outside Director of the Recruit Holdings Board since 2018. Before his role as Chairman, he promoted the growth of Asahi Group companies and spearheaded acquisitions, including Calpis Co., Ltd. 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
CSO, CHRO, CRO, Managing Corporate Executive
Officer, and Director of the Board

Ayano "Sena" Senaha has played a major role in the rapid globalization of the Company, leading and contributing to a series of post-merger integrations. In 2012, she was transferred to newly acquired Advantage Group Limited, and skillfully turned around its financial performance, being appointed Managing Director in 2014. While serving as Chief of Staff at Indeed, Inc., Ms. Senaha also serves as Recruit Holding's CSO, CHRO, CRO, Managing Corporate Executive Officer, and Director of the Board. She is credited with aiding the development of a business 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 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.

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 2004, she spearheaded the growth of Zexy bridal business and, in 2006, was appointed a Corporate Executive Officer. Two years later in 2008, Ms. Nagashima became President and Representative Director of Recruit Staffing Co., Ltd., where she promoted productivity-focused work styles and diversity and inclusion in the workforce.



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.



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 (currently Recruit Technologies Co., Ltd.), Mr. Fujiwara established company-wide IT management processes. He was appointed a Corporate Executive Officer in 2006, and went on to head the automotive division and then the advertisement optimization organization.



Katsuya Natori

Outside Audit & Supervisory Board Member
(Independent)

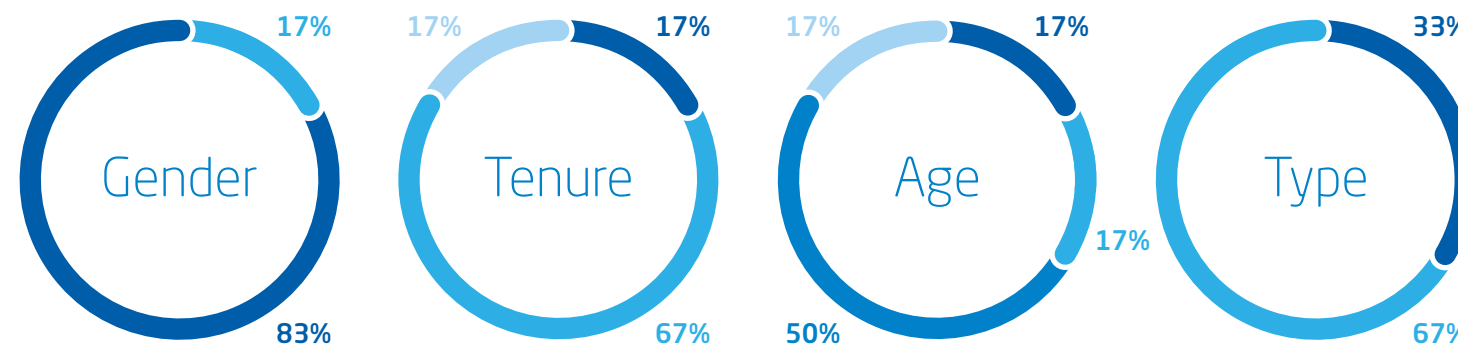
Katsuya Natori was appointed an outside Audit & Supervisory Board member of Recruit Holdings in June 2020. He worked at several law offices and JXTG Nippon Oil & Energy Corporation before joining Apple Japan, Inc. in 1995. In 1998, he became General Counsel at Oracle Information Systems (Japan), and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

For information on our Corporate Executive Officers, please refer to ['Recruit Holdings Announces Leadership Structure for FY2020'](#) published February 14, 2020

Recruit Holdings recognizes that diversity of the Board of Directors is essential to improve the quality of their decisions to promote the innovation needed for long-term sustainable growth, while facing the rapid diversification of our businesses, individuals users, enterprise clients, and employees.

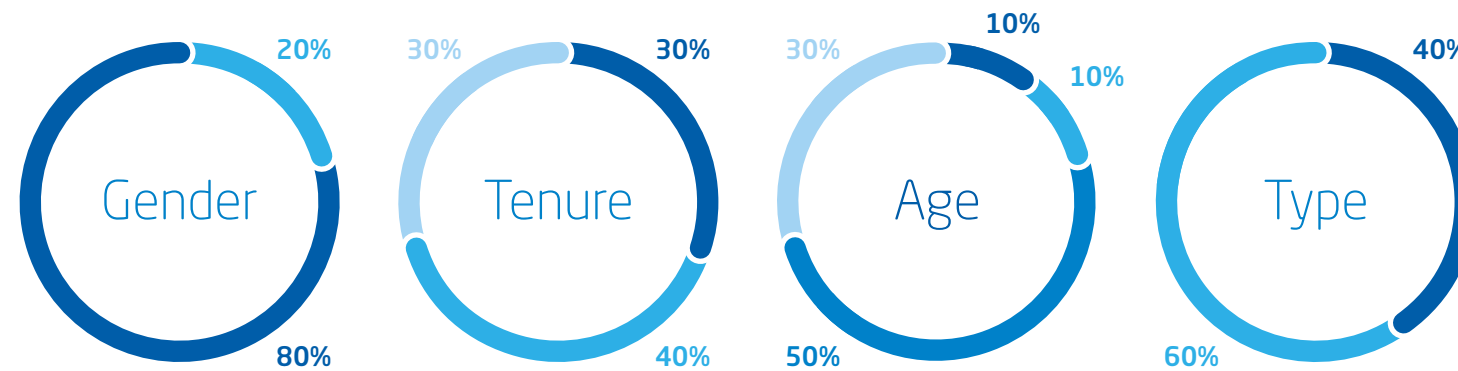
Directors of the Board

6 in total



Directors of the Board and Audit & Supervisory Board Members

10 in total



- Male
- Female
- Less than 1 year
- 1-4 years
- More than 4 years
- 30s
- 40s
- 50s
- 60s and over
- Independent
- Internal

As of June 2020

Recruit Group consists of three autonomous Strategic Business Units (SBUs) and Recruit Holdings. This structure allows Recruit Holdings to focus on the operation of a holding company, and also enhances the corporate value of each SBU by enabling faster execution of business strategies.

HR Technology SBU

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

The division consists of Indeed, acquired in 2012, and Glassdoor, acquired in 2018, and operates in more than 60 countries.



Media & Solutions SBU

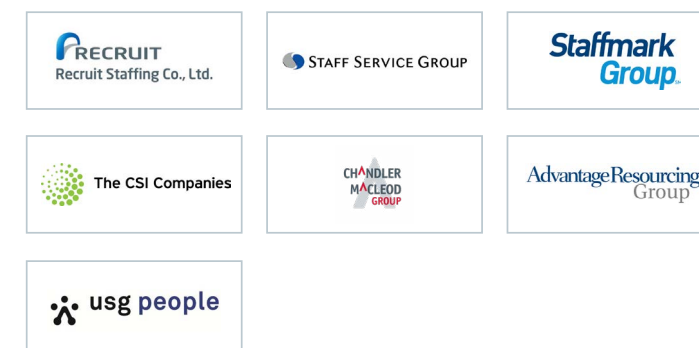
The M&S SBU comprises two business areas: marketing solutions and HR solutions.

The division operates an online advertising platform for businesses in various industries, including housing, beauty, marriage, travel, and dining, and provides business management Software as a Service (SaaS) solutions for small and medium-sized companies. The division also operates media platforms that publish information about jobs and new openings to support enterprise clients' recruiting activities.



Staffing SBU

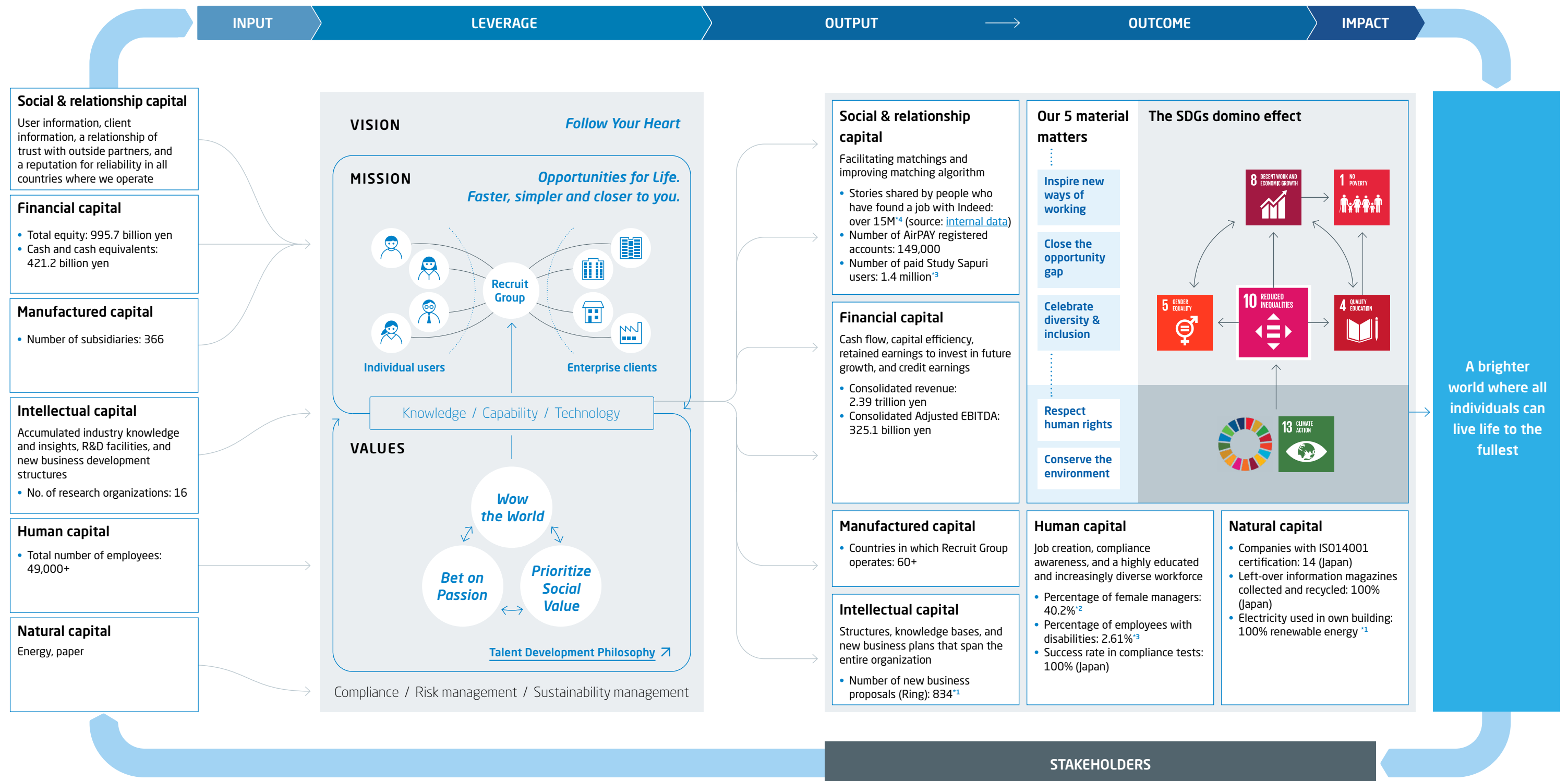
The Staffing SBU operates a comprehensive temporary staffing service in Japan, North America, Europe, and Australia. The division promotes flexible and diverse working styles to meet the needs of job seekers and companies in the ever-changing global labor market.



Human capital is the key to Recruit Group's value creation process. We bet on the passion of each and every employee and encourage their self-empowerment, which expands our business operations. Our business model, as described by the "Ribbon Model," creates "Opportunities for life" by matching individual users with enterprise

clients in a much faster and surprisingly simpler way, bringing them closer to each other than ever before. This process leads to the realization of our basic principle: "creating a brighter world where all individuals can live life to the fullest." Our contributions to the SDGs are illustrated as [the SDGs domino effect](#).

All figures from April, 2019 to March 31, 2020, unless otherwise stated (*)
 *1 August, 2020
 *2 April, 2020
 *3 June, 2020
 *4 from December 2012 to September 2020

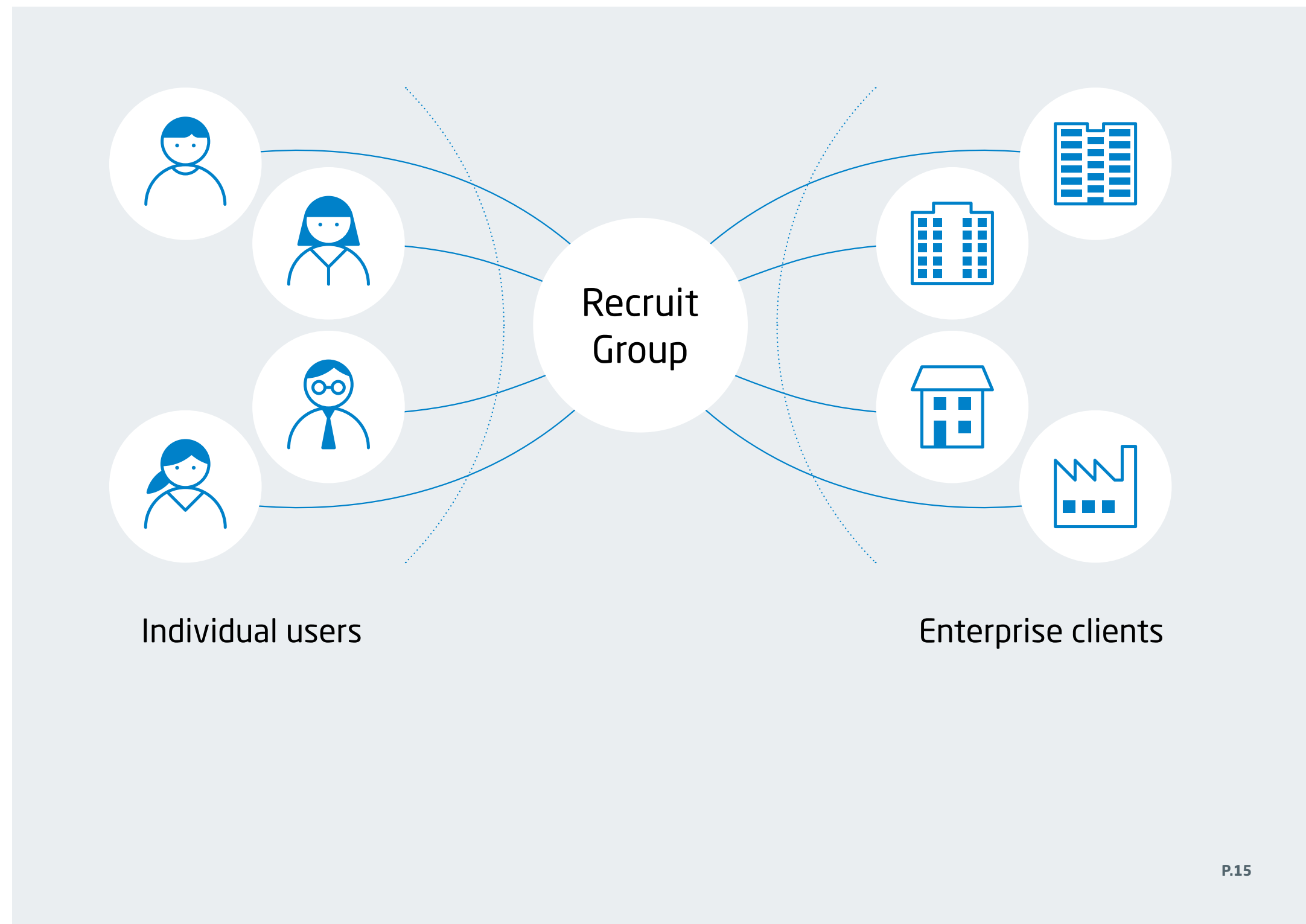


Our two-sided marketplace business model

Ever since our foundation, Recruit Group has sought to act as a meeting place that brings together individual users and enterprise clients, with a focus on services in the field of life-events and lifestyle, ranging from education to employment, and beauty to dining out.

By providing a common platform through which users can find the service that best meets their needs, and business owners can connect with their ideal customers, we can facilitate the best possible matches for the mutual benefit of both parties. We refer to this two-sided marketplace business model as the “Ribbon Model,” with the two sides connected with the tying of a ribbon. By addressing the imbalance between the volume of information provided by enterprises and the limited ability of users to find what they are looking for, we seek to provide increased opportunities for everyone, and through this, to help reduce inequality. This is why SDG Goal 10: Reduced inequalities is at the center of [the SDGs domino effect](#).

Thanks to the Internet and the mass adoption of smartphones, we now have a wealth of information at our fingertips. This also brings with it the need for increasingly sophisticated solutions to facilitate the best matches. At Recruit Group, we are actively integrating new technologies to ensure that the “Ribbon Model,” continues to meet the needs of a rapidly changing society through the creation of opportunities that enable every individual to shine.



People are our strength

"Bet on Passion" is a Recruit Group value based on respecting individual differences. We respect and welcome our employees' unique ideas and passions and provide them with plentiful opportunities for growth.

Recruit's founding members were students who were greatly influenced by psychology. They believed in the power of intrinsic motivation, an idea that has since 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 the needs of our users and clients, which is how we've continued to grow and deliver valuable services for over 60 years. Our resolve to "Bet on Passion" is reflected in our talent development and performance management systems.



Betting on Passion

How it works from the inside out

1. Embrace and capitalize on diverse strengths

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

To put this concept into action, Recruit holds Will-Can-Must Interviews, which aim 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 distributes the most appropriate job assignments based on employees' interests, based on the perspectives of not only direct managers, but also colleagues at multiple levels.

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

At Recruit Group, employees are often asked, “Why are you here? What do YOU want to do?” These questions reflect the emphasis we place on employee autonomy. We believe that it is only possible to produce overwhelming results when there is a strong will to do so. All of our businesses and services are developed and operated by employees who have a bursting desire to overcome a particular problem, challenge, or disadvantage.

In the words of our founder, Hiromasa Ezo: “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 foster that enthusiasm, we create opportunities for employees to explore and discover new interests and 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 deliver feelings of accomplishment that inspire confidence and further motivate employees. So we place a lot of emphasis on giving employees discretion in achieving results, even if at times those results appear beyond their current skill set. If an individual has a strong passion and seizes an opportunity proactively, even if they lack the initial capability to do so, 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 operate. By trusting and encouraging each organization to exercise discretion, we create more room for growth and enable faster, higher quality decision-making.

Our practice of embracing differences, drawing out intrinsic motivations, and giving employees opportunities to reach their full potential has been praised by international management scholars as a unique talent development system. We are committed to nurturing our organizational competencies, meeting the expectations of society, and achieving resiliency by welcoming change.

Bet on Passion



Ayano Senaha
CSO, CHRO, CRO,
Managing Corporate
Executive Officer, and
Director of the Board

Austin, U.S.

SENA'S INSIDE-OUT

Sena never misses a nap, whether in Japan or the U.S. She recently updated her collection of nap-related products, and can now take a power nap anywhere.

At Recruit Group, the source of our value creation is our people. We believe encouraging our diverse group of talented and passionate employees to pursue their curiosity to the fullest extent, 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 that are born out of 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. It is reflected in our various talent development systems and has been passed down to our employees as part of our organizational culture. We each want to provide opportunities for our passionate subordinates in the same way our superiors did for us.

When I look back on my own experience, for example, I was able to grow because there was always someone who bet on me: There was the boss who took a gamble on a 20-something-year-old with little relevant experience or skills and gave me a position at a newly acquired subsidiary in London. There was the CEO of that subsidiary, my new boss, who appointed me as his successor a year later even though I had never held a management position. I was tasked with saving the company from falling into the red. The fact that my superiors trusted

me to do so drove 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 do. I ended up building a team of diverse talents where each of us had strengths that balanced out others' weaknesses, and we were able to maximize our results.

That type of experience exemplifies Recruit Group's unique approach to acquisitions. Today, it is common for the management of a newly acquired company to ask me what to do. They are prepared to take orders from the new boss and parent company. But I answer, "You know better than me, please tell me what you think is best." It's important 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 for their business to be successful. If we try to control everything, we are only doing

ourselves a disservice. This is how "Respect for the Individual - Bet on Passion" becomes a winning strategy and philosophy.

In recent years, Recruit Group has accumulated a significant number of new stakeholders. To do our best by them, we must continue to evolve and provide more value to society, but we don't have a magic wand to make this happen in an instant. The driving force behind our value creation is still our people. The best thing we can do is create more opportunities for our employees to listen to 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.

Opportunities 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.



Virtual Hiring Events

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 recreate 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.

Embracing and celebrating ideas

Proposing innovative ideas at Ring

Ring is a new business proposal contest that began in 1982 and has resulted in some of Recruit's most innovative and successful services, such as the Zexy Brand and Study Sapuri. Anyone—Recruit employee or not—is invited to come up with out-of-the-box ideas for new lines of business and pitch their concept to the Recruit executive team. In order to reinvigorate employees' entrepreneurial spirit each year, the contest has evolved to include workshops and tools that help people search for teammates, draft proposals, and solicit executive cooperation. In 2020, several of the 834 submitted proposals have already entered the preparatory stage for business development.



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 an opportunity for them to share innovations that have been successful in their everyday 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, with the idea that employees would benefit from a better understanding of the novel and versatile ways their coworkers have optimized their jobs.

Each year, 10 teams from each of four divisions of expertise—sales, engineering, management, and business development—are nominated to share their day-to-day best practices with the rest of the organization through presentations and panel discussions during a large-scale, live-streamed event.

FORUM's success is due to the fact that every innovation, no matter how seemingly small, can help transform a business and create more enjoyment at work. FORUM's policy is not recognition from the top, but praise from peers. The greatest compliment to the presenter is to be appreciated by colleagues who are facing the same problems and challenges. The presenter's spirit of solving challenges inspires their colleagues to take on a new challenge and say, "It's my turn."



Autonomy leads to growth

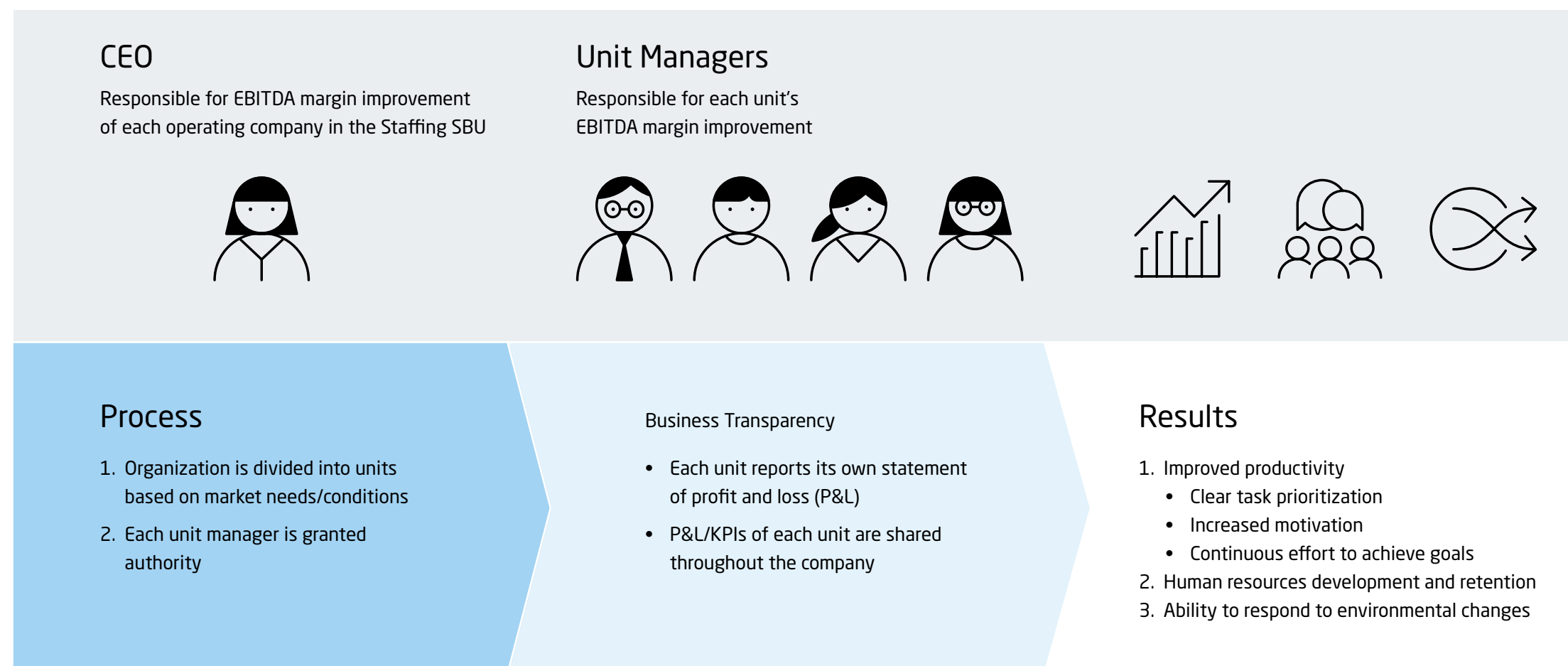
Unit Management encourages discretion and maximizes results

A crucial element in the success of the Staffing SBU, which conducts business in many countries and regions, 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 provides individual businesses with 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 is given 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 aim 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 distributed among the units to inform 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.



Expert opinion on Recruit Group's efforts



Sandra Sucher
Professor of
Management
Practice, Harvard
Business School
[Boston, U.S.](#)

SANDRA'S 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.

Create your own opportunities, and let the opportunities change you

Recruit Group has always been a company that manages from the inside-out. It 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. Recruit Group's method of people management is perfectly embodied in the founder's description of how an employee should approach being at Recruit Group. He urges that employee to "create your own opportunities and let the opportunities change you."

Recruit Group's management believes that the world is full of people with unique talents, and that it is the role of the employer to help those talents blossom. So instead of telling each unit of business or each employee what to do or forcing an agenda, managers ask questions that foster autonomy and growth. They know

that employees are more likely to take risks and explore novel ideas when they play an active role in the company, which is why managers encourage employees to think about how they want to contribute to the world, what social problems they want to solve, and how the company can help. In a company where anyone can propose and implement new business ideas, employees find fulfillment in applying their passions to problems that they believe matter.

One good example of this fundamental belief is its support of career mobility. For Japan-based businesses, lifetime employment is a social norm. But Recruit Group employees are always encouraged to try new roles to find their passion, even if their passion leads them away from the company. Being a place that is "good to be from" gives Recruit Group access to employees for whom freedom to innovate is intimately tied to freedom of movement, whether inside the company or out.

Recruit Group's challenge now is supporting an organization that is becoming bigger and more diverse every day. So far, the company has taken the approach to let each new line of business adopt the practices it wants. This belief that empowered divisions will be more motivated, more passionate, and more successful if they find their own way mirrors how Recruit Group treats its employees. In the trade-off between autonomy and consistency, Recruit Group is betting on autonomy. Perhaps a middle ground could be found, or 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.

Diversity & Inclusion

Embracing people's differences to pursue greater freedom

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 of "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 motivations, people and organizations will blossom and come to realize their full potential. People's well-being will be ensured, and ultimately, they will create a better future for all of us.

To Recruit Group, D&I (Diversity & Inclusion) means to cherish 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 status. We have been cultivating a culture that respects different opinions, and striving to create meaningful new value for both society and Recruit Group since our foundation.

In today's rapidly changing society, and during this time of growing uncertainty, our employees celebrate and value D&I. They work to provide all people with the tools and opportunities needed to make autonomous decisions and help build a better society. We believe that the mutual respect that this process inspires is the first step toward a world where people can enjoy greater freedom, which is the aim of the UN's SDGs*.

*The Sustainable Development Goals, adopted at the United Nations summit meeting in September 2015, are goals for the 193 member countries to achieve by 2030.

Recruit Group's diversity & inclusion efforts



Indeed is committed to actively combating discrimination

In D&I work, one of the best things we can do is examine ourselves as individuals and members of different groups. We each have learned prejudices that we need to acknowledge and unlearn so that our behavior is not harmful to others. We also each participate in systems that may have been built on prejudice and contribute to discrimination. My team in Indeed's HR department is focused on examining Indeed's cultural impact and internal systems. We work closely with an amazing group of Diversity, Inclusion and Belonging business partners and Inclusion Resource Group (IRG) program managers in pursuit of three big goals: removing bias and barriers from our employee lifecycle, building inclusive teams and products, and cultivating a sense of belonging.

I joined Indeed to make an impact on the world by helping people get jobs. Talent is evenly distributed throughout society, but opportunities are not, so we examine and revise Indeed's employee lifecycle—how we attract, recruit, retain, and develop employees—to ensure that our workforce reflects the diversity of the communities we serve. We remain committed to equal pay and promotion opportunities, and we aim to hire people with nontraditional backgrounds so that we can better help other companies do the same. Aligned with



this commitment, we recently released our first diversity, inclusion and belonging report.

Innovation is only possible when all ideas, backgrounds, and perspectives are welcomed and appreciated. And diverse and inclusive teams produce inclusive products. We created the Global Product Advisory Council (GPAC), which consists of over 100 IRG leaders. The GPAC conducts usability studies, surveys, and product tests, and shares actionable feedback about accessibility, ethics, and sensitivity.

All of the D&I work we do is ongoing and long-term. We are committed to developing better products so that everyone can find the right job.

LaFawn Davis

Vice President of Diversity, Inclusion & Belonging at Indeed

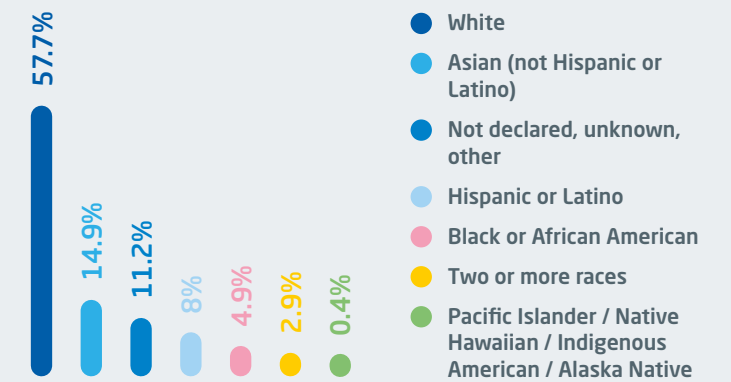
San Francisco, U.S.

LAFAWN'S INSIDE-OUT

A few years ago, she rode her bike 545 miles from San Francisco to L.A. to help raise funds for AIDS/HIV research. She hasn't been on her bike since!

Indeed's first Diversity, Inclusion & Belonging Report

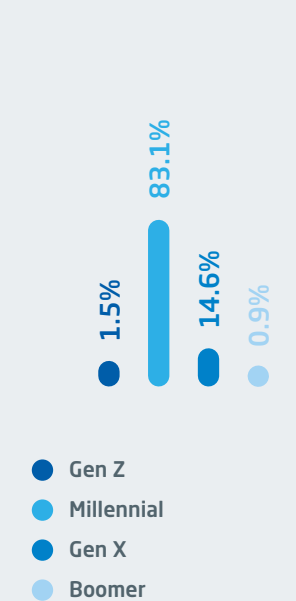
US Race & Ethnicity



Global Gender



Global Generations



[View the full report](#)

As of June 30, 2020

Indeed's Inclusion Resource Groups

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.

Diversity & Inclusion at the HR Technology SBU

Glassdoor is promoting workforce diversity and fairness through radical transparency



Carina Cortez
Chief People Officer
at Glassdoor
Mill Valley, U.S.

CARINA'S INSIDE-OUT

Her first job was in Fremont, California as a teacher's aide helping Spanish-speaking students learn English through the use of technology.

In June 2020, Glassdoor CEO Christian Sutherland-Wong said, "At Glassdoor, we recognize that diversity within our own employee base is essential to the long-term success and vitality of our business. To date, we have fallen short." He followed up by saying, "As a next step, we feel it's important to acknowledge where we are today, share the actions we are taking, and hold ourselves accountable to the kind of change we want to see here at Glassdoor and in the world."

We are tackling this by doing what we do best – promoting transparency, which brings accountability, which then leads to change. We published our inaugural Diversity & Inclusion Transparency Report for the first half of 2020. We believe in [radical transparency](#), we advocate for diverse and equitable workplaces, and so we are committed to publishing an annual update going forward.

We believe this data can be useful to many people, and to these groups in particular:

Job seekers use this information to make more informed job decisions, perhaps to apply to a job here at Glassdoor, or to benchmark our employee data against another company they may be considering.

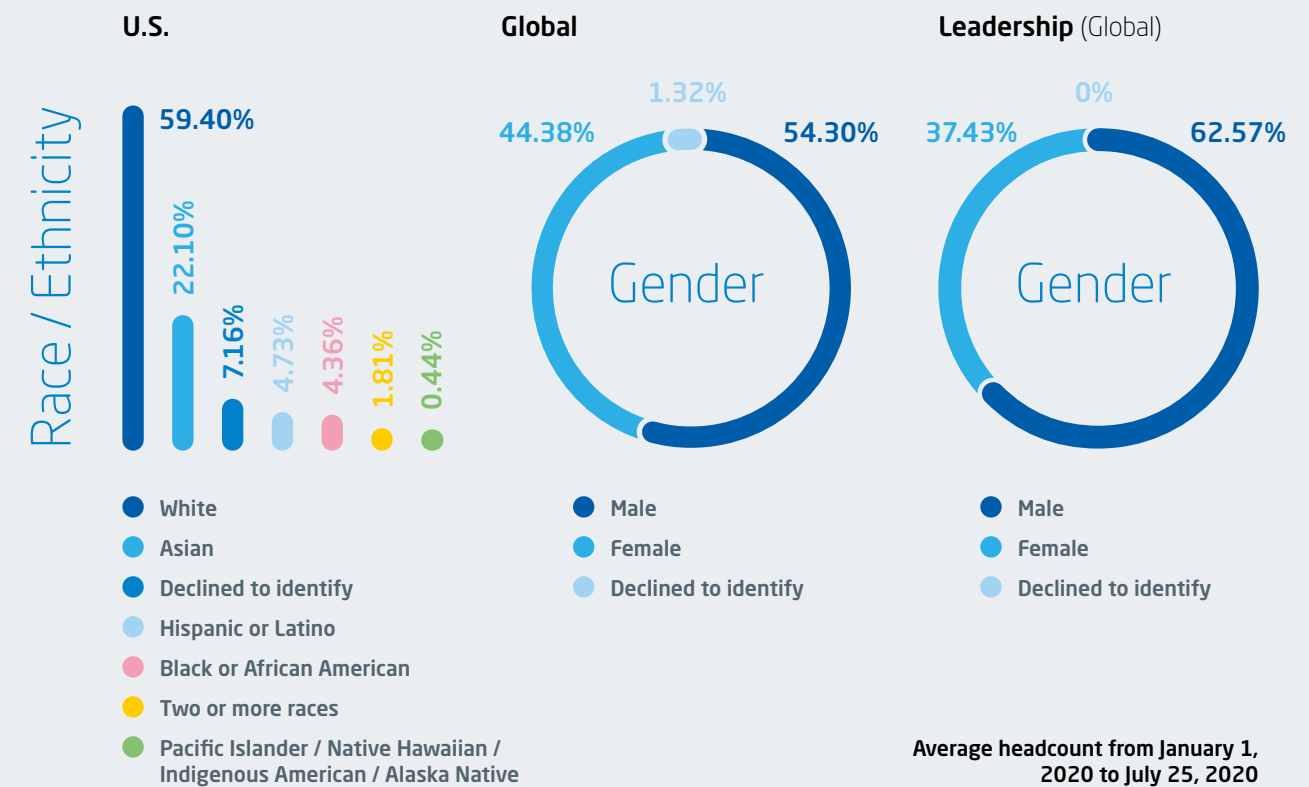
More employers share employee demographic data and set goals for a more diverse, equitable, and inclusive workplace to drive meaningful, systemic change.

Here at Glassdoor, sharing this information will hold us accountable to improve as we remain committed to a diverse and equitable workplace where people feel they belong.

These are but the first steps we are taking to share our D&I metrics and goals. By being transparent, we will be held accountable for the actions to drive change that we have committed ourselves to.

Glassdoor's first Diversity & Inclusion Transparency Report

[View the full report](#)



Percent of all employees	2020	2025 Target
Black employees (U.S.)	4%	8%
Latinx employees (U.S.)	5%	10%
Pacific Islander / Native Hawaiian / Indigenous American / Alaska native employees (U.S.)	0.4%	1%
Women in tech (global)	23%	33%
Women in leadership (global)	37%	50%
Belonging (global)	78%	78%+

How Glassdoor lives its commitment

How Glassdoor hires

Part of building and nurturing a diverse and equitable workplace and culture where people feel they belong starts with bringing a D&I lens to each hiring stage, from job descriptions to sourcing to interviewing and employer branding. Going forward, how Glassdoor will hire includes:

- **Majority of sourcing dedicated to under-represented groups** – dedicating more than 50% of sourcing efforts, including online advertising campaigns, to focus on under-represented 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 under-represented groups where they are looking for jobs, including on Glassdoor and Indeed.
- **Diverse university recruiting** – creating deeper partnerships and a stronger employer brand among universities with large Black and Hispanic or Latino student bodies, as well as those with a majority of women students.

- **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.
- **Testing & trying for success** – challenging norms and established policies:
 1. Glassdoor is ending the employee referral bonus program. This can lead to attracting like-minded candidates from similar backgrounds
 2. Glassdoor is ending a policy that actively encouraged employees to refer family members and relatives.

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 July 2020, 40% of Glassdoor's 700+ employees are ERG members.

- **BUILD:** Blacks united in leadership and development
- **DICE:** Diversity, inclusion, community & equity council
- **La Familia:** Latinx group
- **Pride:** LGBTQ+ group
- **WinG:** Women in Glassdoor
- **Asian ERG:** Asian group (in development)

Education and programs

We also offer a variety of training programs, volunteer opportunities, and events to further celebrate diversity at Glassdoor. Some of what we provide includes:

- Equity and diversity trainings
- Internal speaker series, ranging from How to Be an Ally to Celebrating Black Leaders
- Employees can take 3 days each year, fully paid, to volunteer in the community or support groups or social causes they are passionate about



D&I progress driven by perpetual learning

“Bet on passion” is the basis of our Diversity and Inclusion (D&I) philosophy. As a company whose competitive advantage is its people, it is essential to create a work environment where employees can leverage their diverse viewpoints and skills—in other words, where individuals can make the most of their individuality.

In the Media & Solutions SBU, one of the first steps we take is encouraging all employees, regardless of title, experience, age, gender, or other attributes, to play an active role in the company. In particular, since the establishment of a dedicated department in 2006, we have focused on supporting the work-life balance of women, who account for more than 40% of our employees in Japan.

As a result, we have seen many positive changes. In 2008, working mothers made up only 10.9% of our workforce but today 27.9%* of our female employees are balancing work and childcare. Today, women hold 25.2%* of management positions and 27.7%* of section manager positions—an increase of 17.4% since 2006.

After seeing such promising results, we have expanded our D&I promotion for women to management training and the introduction of new working-styles to better support work-life balance, including those focused on childcare and elderly caregiving.

*As of April, 2020

We have also expanded the number of days available to men for parental leave and begun offering seminars on childcare as part of an effort to support gender equality in childcare. As a result, in 2019, 64.6% of new fathers took parental leave—up from just 2% in 2015. Additionally, we developed a voluntary e-learning program to educate our employees about the LGBTQ+ community, and so far approximately 16,000 employees have attended.

Our employees' lifestyles are changing significantly, and we are evolving our D&I measures to meet their needs. A team of D&I personnel from each organization in the M&S SBU is constantly working to develop more unique initiatives and expand them to other Group companies.

To address larger societal changes, Recruit is also collaborating with other companies. For example, we have responded to the lack of childcare infrastructure, particularly in the Tokyo metropolitan area, by establishing a consultation service for nursery school enrollment. This is not an issue we can solve on our own, so we must join with other companies to exchange and expand our knowledge so that, together, we can catalyze wide-scale change. By exchanging knowledge internally and externally, we hope to create a society in which all people work in diverse environments where they can realize their full potential.

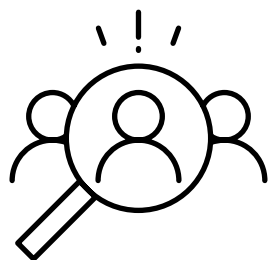


Naoko Tsukamoto
Head of Diversity & Inclusion
Recruit Co., Ltd.
Tokyo, Japan

NAOKO'S INSIDE-OUT
If she hadn't got her current job, she would have pursued a career as a writer for fashion or music magazines

Key themes of our D&I efforts

Women's career development 

Management training 

Diverse & inclusive workplaces 

Professional growth

Women's career development

Career Cafe 28

Career Cafe 28 provides training for female employees in their late twenties to support 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 800 employees have participated in the training since it was first offered in 2012.



Management training

D&I VR training

To enable a deeper understanding of the importance of diversity and foster empathy for different lifestyles choices, we conduct experience-based training using Virtual Reality (VR). The first VR training 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 that launched in 2015. The training is held by external lecturers and is designed to 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 700 managers have participated in the program and have expressed 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



LGBTQ+ inclusion

To educate employees about LGBTQ+ identities and support our LGBTQ+ employees, we have expanded familial benefits to same-sex partners, launched the LGBTQ+ Hotline, and released a voluntary e-learning program. Approximately 16,000 employees have participated in the e-learning course. Upon completing the program, over 4,500 employees self-identified as new LGBTQ+ allies and received commemorative keychains (see photo). In recognition of these efforts, we received a Gold rating in the PRIDE Index, an evaluation index created by the Work with Pride organization to assess LGBTQ+-related corporate initiatives.

Work style considerations

Comprehensive work-life balance support

We have focused heavily on work-life balance support in order to create an environment in which all of our diverse employees can succeed and flourish. More than 2,800 employees participated in 40 educational and networking events focused on childcare and elderly caregiving in FY 2019. We also updated our parental leave policy to allow male employees up to 20 days of paid leave, instead of the two days they had been allowed previously.

Nursery school concierge

In response to the recently growing need for nursery school support in the Tokyo metropolitan area, we have opened an on-site daycare center called “Ands” at our headquarters (see photo) and launched the “Hokatsuno Mikata” consultation service. 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 so that they may return to work without concerns.



Contributing to 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 remove these biases in hiring 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 that is considered is the candidate's work experience and education, meaning recruiters must judge the candidate on their skills and competencies 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) have 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.

DIANA'S 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

Almere, Netherlands



Partnership with Spartan First Chandler Macleod Group

Sydney, Australia

Chandler Macleod have a Reconciliation Action Plan* (RAP) in place. As part of their commitment to the RAP, in 2019 Chandler Macleod entered into a partnership with Spartan First, an Indigenous Australian-owned and operated full-service occupational healthcare company. Spartan First, which provides services to corporate partners and government bodies, operates with full respect to the traditions and cultures of Indigenous Australian people and now handles all pre-employment medical evaluations for Chandler Macleod candidates.

*Reconciliation Action Plan: A strategic framework to support organizations' contributions to national reconciliation efforts in Australia. RAPs contain practical actions for various kinds of organizations.

Contributing to building a society where everyone can shine

Providing support for foreign candidates

USG People Germany, Techno Service, Japan

USG People Germany and Techno Service provide support for foreign candidates and temporary workers so that they can work comfortably. These include internal recruiters who speak a variety of languages, personal follow-ups after jobs are assigned, and assistance with renting accommodations, translating contracts, and tax filings.



PRIDE Index Recruit Staffing

Tokyo, Japan

Recruit Staffing received the Silver award in the PRIDE Index 2019, an evaluation index created by the organization “work with Pride” to evaluate corporate initiatives that support LGBTQ+ employees.

Promoting female employees

Recruit’s Staffing SBU drives diversity throughout the organization globally and works to ensure balanced gender distribution – as of April 2020, women accounted for 67.2% of all employees and held 53% of managerial roles.

In November 2019, Stacey Lane, EVP of field operations at Staffmark Group and Jennifer Prospero, CFO at Staffmark Group, were named to Staffing Industry Analysts' (SIA) Global Power 150 Women in Staffing list.

In February 2019, Peoplebank was recognized by Australia's Workplace Gender Equality Agency (WGEA) as an Employer of Choice for Gender Equality (EOCGE) for the seventh consecutive year. Peoplebank was one of 140 participants to receive the title in 2019, and was the only recruiting company that qualified.



Contributing to building a society where everyone can shine



Supporting talents with neurodiversity Peoplebank

Sydney, Australia

Peoplebank is committed to expanding job opportunities for candidates with neurological differences. In neurodiversity, it is considered that people with differences such as Autism Spectrum Disorder (ASD) or dyslexia promote diverse thinking, benefitting teams, organizations and the wider community.

To increase neurodiversity in Australia's workforce, Peoplebank, a Chandler Macleod Group company, has partnered with Specialisterne to develop a program that helps candidates with ASD find suitable employment.

Job candidates are placed via 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 35 candidates in full-time technology-related roles across software testing, data science, cybersecurity, and systems monitoring. They report feeling motivated by their new responsibilities.



Helping young people get jobs

Start People from USG People France, and ASA from USG People the Netherlands

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

Each for equal

Gender equality has always been our mission

In 1980, it was uncommon for women to work in anything other than subsidiary positions in Japan, but at Recruit, women accounted for a large portion of employees as well as management. In recognition of women's desires to expand their career opportunities, Recruit began publishing a recruiting magazine specializing in women's employment and career moves called Travail.

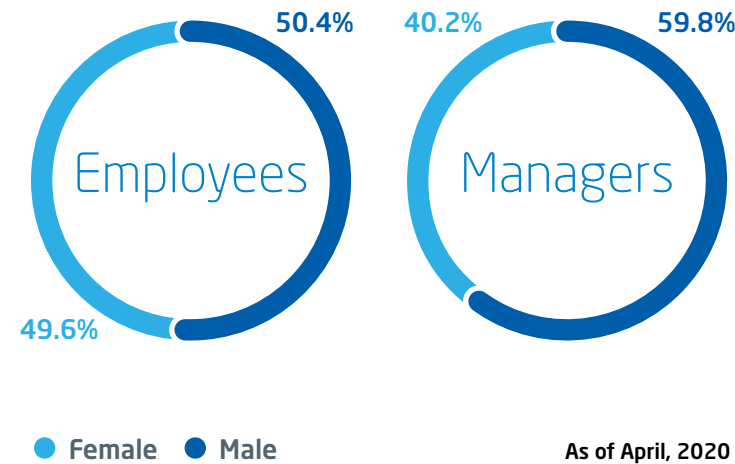
To date, Recruit Group has had five company presidents. The third, Eiko Kono, led the company from 1997 to 2004 and was also the first woman to be appointed as a Director of the Board. In 1986, the Equal Employment

Opportunity Law was implemented in Japan, and a 1999 revision to the law banned gender discrimination during hiring and promotion.

Today, women hold 40.2% of Recruit Group's management positions across the 60+ countries in which we operate. However, this level of female representation in managerial roles is still not sufficient considering that roughly 50% of our employees are female.

We have taken various measures to close the gap, and will continue to contribute to the realization of universal gender equality by providing more diverse options through our services worldwide.

Ratio of employees by gender



[Read more](#)

International Women's Day

In March 2020, Recruit Holdings celebrated International Women's Day by holding an event employees could attend either in person or online. The office was decorated with mimosa flowers and pledges made by each participant. Many employees expressed a deepened understanding of the importance of gender equality after attending the event.

Participants' comments:

"This event was a great opportunity to think about gender equality;"

"I would like to keep searching for what I can do to contribute to gender equality."

Recruit Group is supportive of LGBTI people

Recruit Group supports the [UN Standards of Conduct for Business on Tackling Discrimination against Lesbian, Gay, Bi, Trans, and Intersex People](#).

We are committed to promoting their inclusion and respecting their human rights. By doing so, we are working toward "creating a brighter world where all individuals can live life to the fullest."



Three guiding principles and five material matters

We contribute to society through all of our corporate activities by taking a long-term approach to addressing social issues. In our pursuit of a sustainable world, we commit ourselves to three guiding principles and five material matters.

Three guiding principles

Promoting businesses that contribute positively to society

Meeting global stakeholders' expectations

Fulfilling our responsibilities as a global citizen

Five material matters

Inspire new ways of working

What does work mean to us? How can we work better? Since our foundation as a recruitment advertising company, we have consistently asked these questions. We will continue to be innovative in creating paths of work for individuals to achieve their aspirations.

Close the opportunity gap

We believe that the more people are free to pursue their passions, the better our collective future becomes. To achieve this goal, we will work to close the opportunity gap by continuing to successfully match individuals and businesses in ways that have not been done before.

Celebrate diversity & inclusion

We celebrate diversity in nationality, race, religion, gender, age, disabilities, sexual orientation, gender identity, and more. We respect and embrace each other's differences to promote creativity in the world.

Respect human rights

Our basic principle of creating a brighter world where all individuals can live life to the fullest starts from respecting human rights. We follow Recruit Group's Human Rights Policy and Code of Ethics to respect the rights of our diverse stakeholders.

Conserve the environment

We all have a common responsibility for the global environment. We strive to reduce our negative impact on the environment by addressing climate change, resource preservation, and biodiversity conservation. We aim to enlighten society with our environmentally conscious lifestyle.

[Process for defining our five material matters](#) ↗

The SDGs domino effect

Supporting social change starts with addressing inequalities

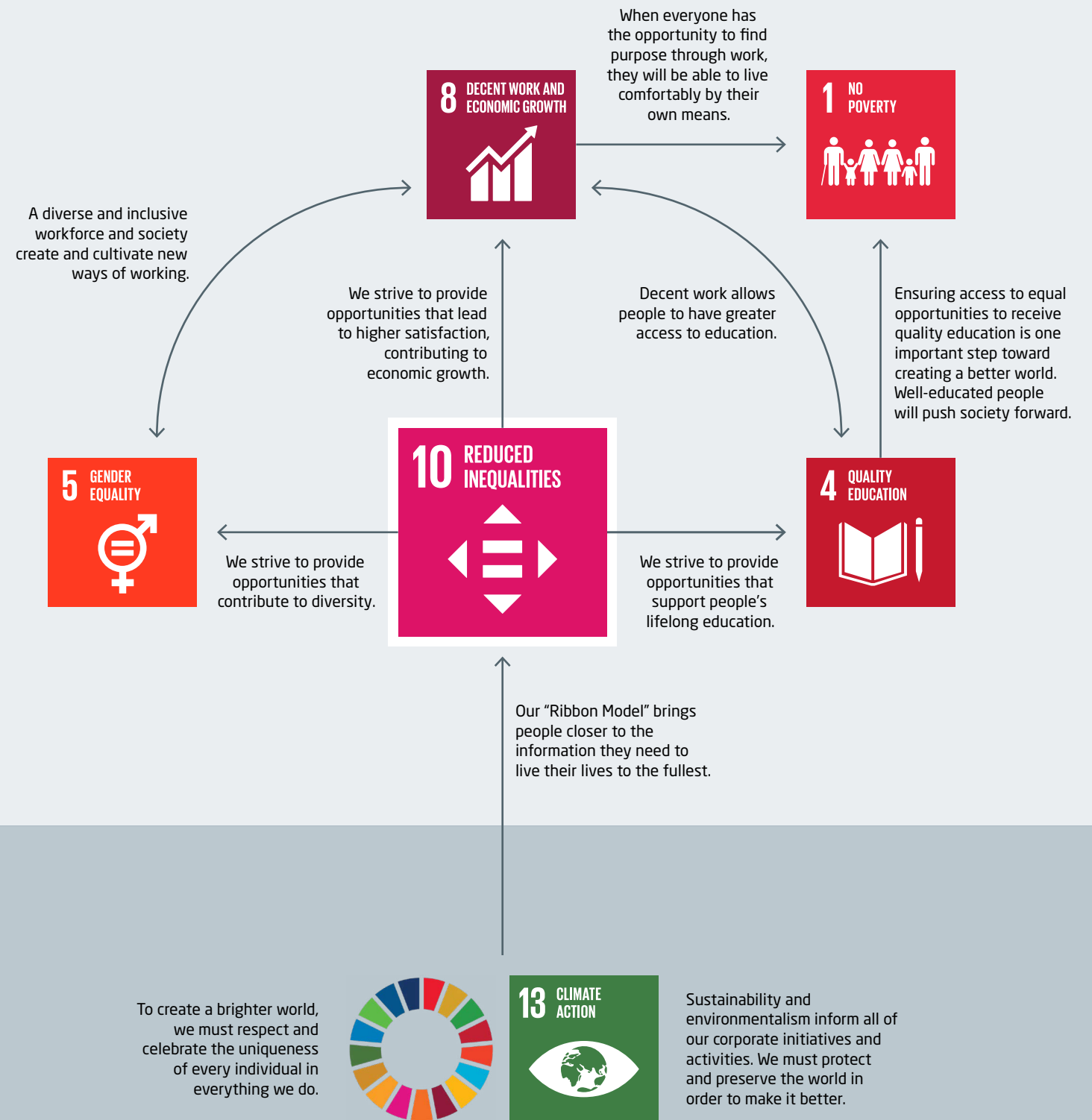
SDG Goal 10

Recruit Group places a special focus on six of the Sustainable Development Goals (SDGs) adopted by the United Nations General Assembly. We believe that by focusing on the SDGs that align with our strengths, we can contribute to the sustainable realization of them all. This concept can also be found in our “Ribbon Model,” a two-sided marketplace business model that reduces asymmetries of information and broadens choices for individual users and enterprise clients through optimal matching services. By placing SDG No. 10, “Reduced Inequalities,” at our core, we believe that, through this domino-like chain reaction, we can make a greater impact on society.

Five material matters

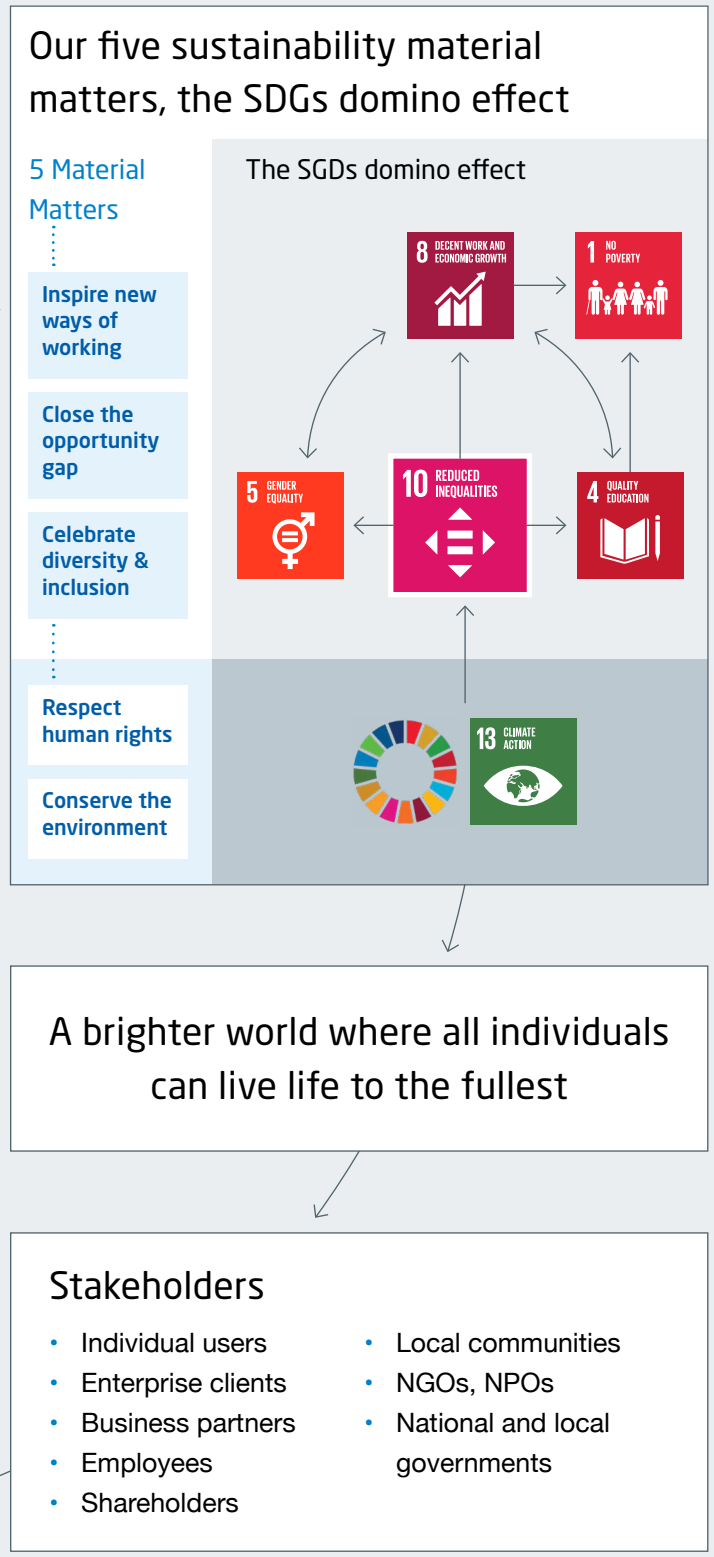
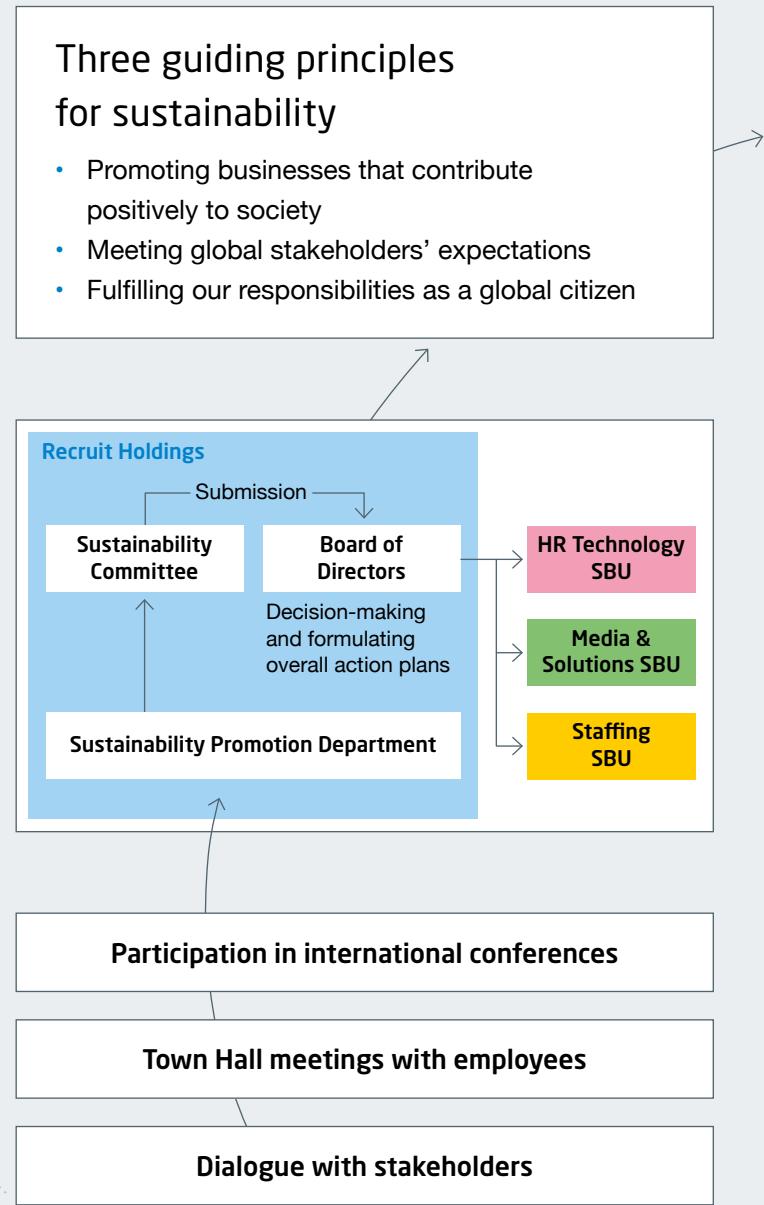
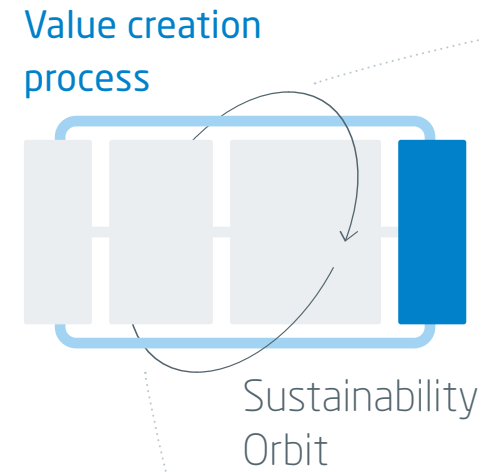
-
- Inspire new ways of working
- Close the opportunity gap
- Celebrate diversity & inclusion
-
- Respect human rights
- Conserve the environment

The SDGs domino effect



One of the most important components of Recruit Group's value creation process is our Sustainability Orbit. The Sustainability Orbit illustrates the "Sustainability Management" framework by which Recruit Group engages with various stakeholders to strengthen our corporate values.

The department in charge of sustainability holds dialogues with external stakeholders and organizes town hall meetings with management and employees to increase dialogue and promote open discussion of both sides' needs and expectations. These insights are discussed in depth by the Sustainability Committee, which consists of external sustainability experts and Recruit Group executives and board members. Following each committee meeting, Recruit Holdings' Board of Directors approves the agenda items and begins to execute them in line with our guiding principles. We believe this process leads to the realization of Recruit's basic principle of "creating a brighter world where all individuals can live life to the fullest."



Recruit Group's Sustainability Committee is an advisory body to the Board of Directors that consists of the CEO, the responsible Board Director, the responsible Corporate Executive Officers, the head of each SBU, and four external sustainability experts.

The committee meetings occur semi-annually and are opportunities for Recruit Group's management teams to understand how social changes affect the expectations, demands, and critiques of Recruit Group. Committee members discuss short-, mid-, and long-term strategies, priorities, and goals focused on global sustainability.

In fiscal year 2019, Recruit Group held two Sustainability Committee meetings—one in November 2018 and the other in February 2019. The objective of both meetings was to determine corporate responses to global changes.

Committee members discussed the Group's Human Rights Policy and Sustainability Agenda, both of which are based on international objectives set by global stakeholders. The discussions centered on the scope of the Group's Human Rights Policy in light of increasingly diversified human rights issues due to rapid global technological advancement.



The meetings' takeaways were compiled into a revised [Human Rights Policy](#) and conceptual diagram called the "[Recruit Group House of Human Rights](#)." The revised policy, which was published in May 2020, identified specific and salient human rights issues and set specific action policies to address each issue at Group-wide and SBU levels. The Sustainability Committee serves as a place for continued discussion regarding climate change and human rights issues so that Group management is held accountable to corporate expectations. With support from external sustainability and human rights experts, Recruit Group will continue to work diligently to promote a sustainable society.

[Read more](#) ↗



Bennett Freeman

Principal, Bennett Freeman Associates LLC.

[Washington D.C., U.S.](#)

I have worked at the intersection of governments, international institutions, multinational corporations, responsible investors, and NGOs to promote human rights and sustainable development around the world. I was pleased to review the Recruit Group Human Rights Policy and was impressed by the company's willingness to consider the perspectives and recommendations of global stakeholders and experts. The newly revised Human Rights Policy demonstrates alignment with international human rights standards. I believe that the Recruit Group's innovative approach, inspired by the idea of "in larger freedom," will enable it to respect and promote human rights at a time of intensifying pressures and expectations for companies around the world.



Kazuo Tase

Senior Partner, Sustainability Promotion Group, Recruit Holdings

[Tokyo, Japan](#)

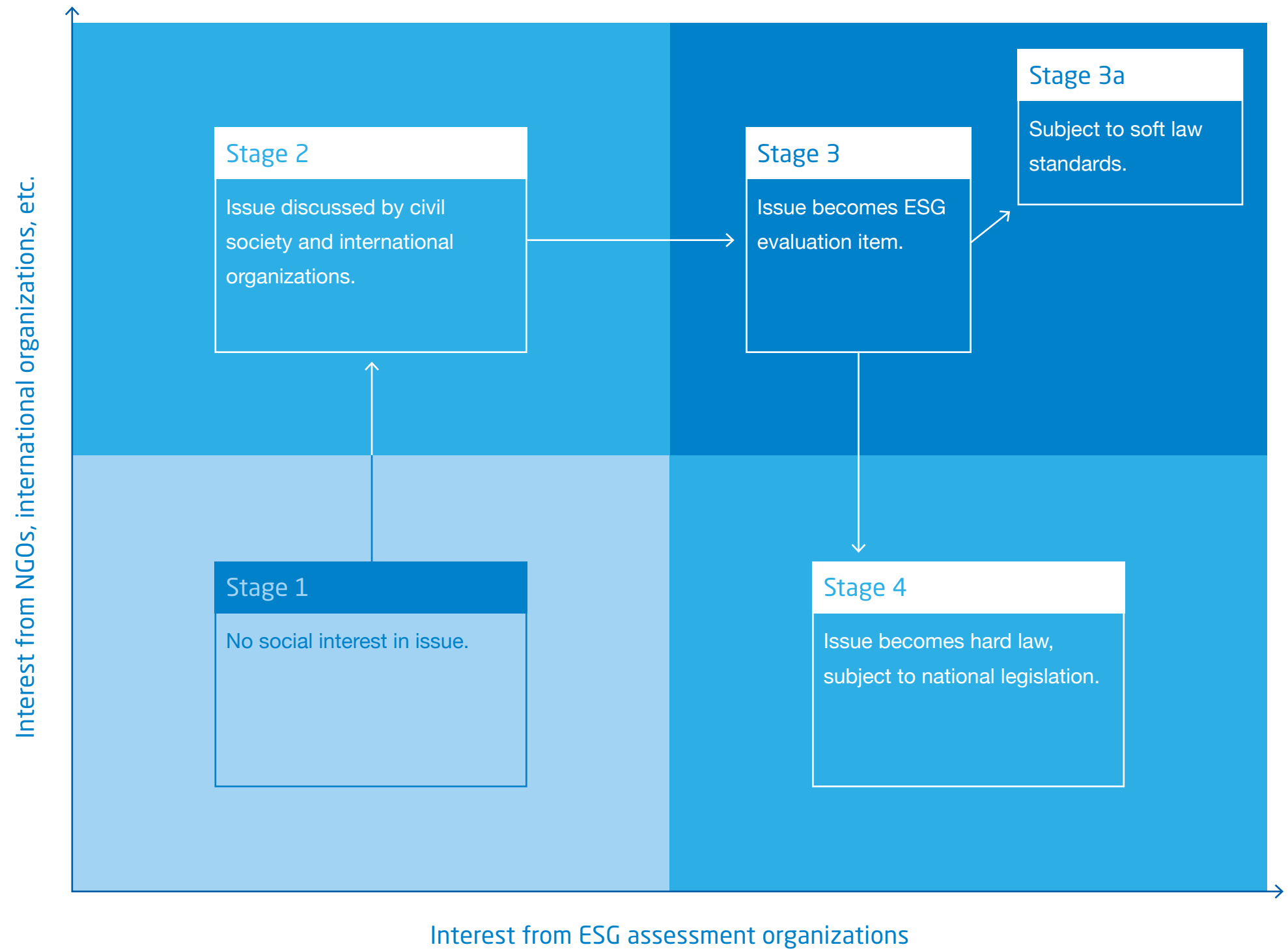
Recruit Group's sustainable management is made possible by the Sustainability Orbit—a process in which sustainability initiatives are incorporated into the Group's business management. External stakeholders, our Board of Directors, and our Sustainability Committee periodically meet to discuss current, medium-term, and long-term strategies and actions. Unlike many other companies, sustainability activities are governed by the same stakeholders that manage the Group's business activities. This is possible because the Group's top leaders, Recruit Holdings, and the heads of the three SBUs, strongly prioritize sustainability.

Sustainability Issue Analysis Map

To maintain our “Sustainability Orbit” and realize our management philosophy, we must identify notable sustainability issues, prepare appropriate responses at an early stage, and incorporate action plans into our corporate strategies.

We use an original framework called the "Recruit Group Sustainability Issue Analysis Map" to help us understand new trends and identify the sustainability agendas Recruit Group should prioritize.

The Recruit Group Sustainability Issue Analysis Map consists of quadrants that represent the four phases of issue recognition and legislative arrangements. The vertical axis represents the level of interest NGOs and international organizations show toward a given issue, while the horizontal axis represents the level of interest among environmental, social, and governance (ESG) assessment organizations. The map illustrates how various factors contribute to Recruit Group’s understanding of an issue, including shareholder expectations, external ESG surveys, major agenda at international conferences, ESG investors' concerns, national and regional administrative movements, and regulatory trends.



Recruit Group's Human Rights Policy

Creating a brighter world where all individuals can live life to the fullest

The basic principle of the Recruit Group is “creating a brighter world where all individuals can live life to the fullest.” This core principle informs our central message of “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 motivations, people and organizations will blossom and come to realize their full potential, and people’s well-being is ensured; ultimately, the better our future becomes.

In 1960, we established a new magazine business in Japan to bring together and address the needs of two specific groups: companies that were looking for people to recruit, and students who were looking for jobs. With an ambition of “providing various job opportunities to enable each university student to freely choose,” our first service was created. Since our foundation, we have been nurturing this concept and expanding our wide range of services. By turning social changes into opportunities and utilizing emerging new technologies including Artificial Intelligence (AI), we aim to evolve our services to optimally match individual users and enterprise clients much faster, surprisingly simpler and closer than ever before to better meet their changing needs.

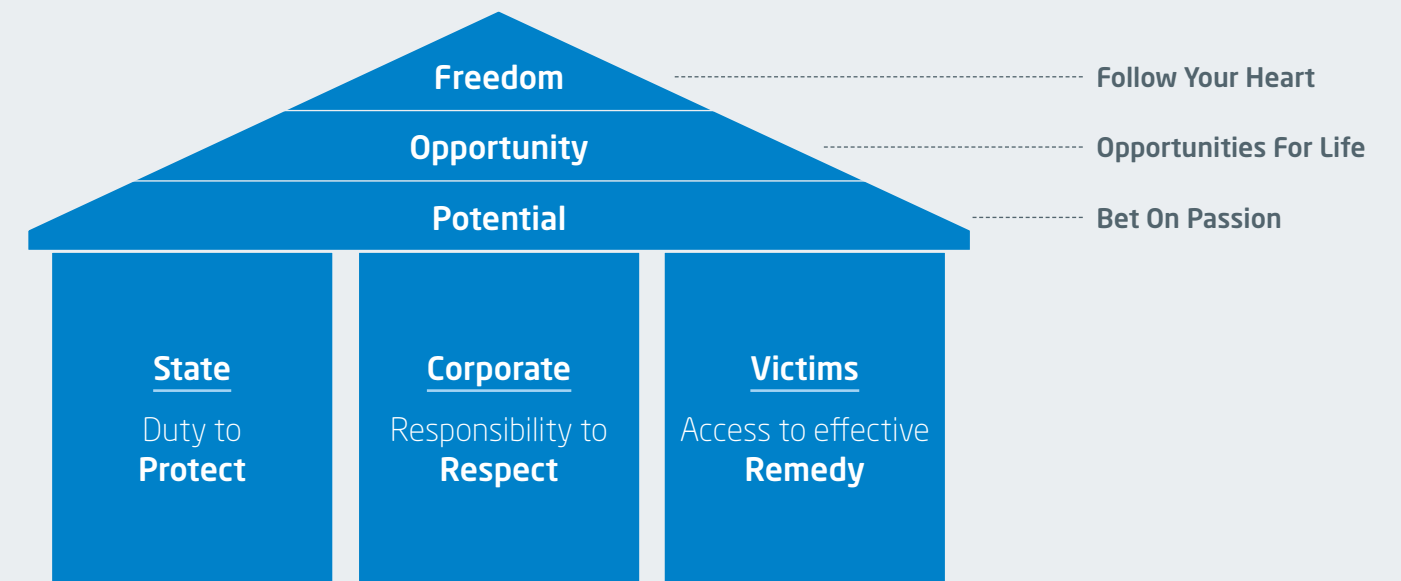
On the other hand, social changes (i.e. globalization) and evolution of technology increased the disparity between those who can leverage technology to process complex information and those who cannot. They may have been the barrier for minorities and socially vulnerable groups to participate in the economic system. Global governance gaps create risks of human rights abuses by companies. In order to realize a world where no one is left behind, one of the most important contributions companies can make is to meet their responsibility to respect human rights throughout their operations, in line with international standards.

In such a global society where companies are expected to fulfill social responsibilities, the Recruit Group aims to “create a brighter world where all individuals can live life to the fullest.”

The Recruit Group envisages to contribute to an inclusive society where not only “people,” our source of strength, are respected and protected, but also their potential is used to its full extent, and to respect and embrace each other’s differences to bring about unexpected innovations. This human rights policy forms a foundation for the Recruit Group to respect human rights in order to prepare for a world where all individuals realize larger freedom.

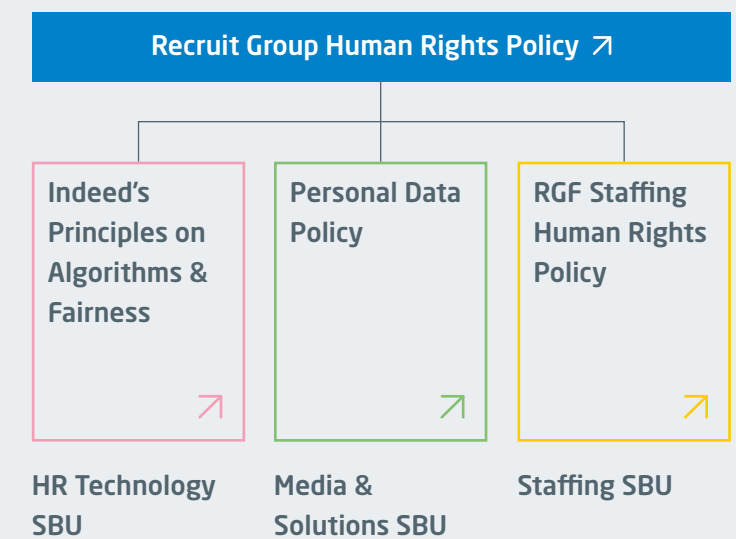
[View the full Recruit Group Human Rights Policy](#)

The Recruit Group House of Human Rights



The Recruit Group House of Human Rights consists of three pillars and a roof. The pillars represent “Protect,” “Respect,” and “Remedy” outlined in the United Nations Guiding Principles on Business and Human Rights. The roof is a manifestation of the idea that the Recruit Group’s aspirations for a brighter world where all individuals can live life to the fullest themselves will ultimately drive greater freedom.

In addition to this human rights policy, each Strategic Business Unit (SBU) develops detailed principles and policies related to their operations.



Our action towards a green recovery

100% renewable energy at the Recruit Ginza 8 building

In order to contribute to the reduction of greenhouse gas (GHG) emissions and work toward a green recovery,^{*1} in August 2020, the source of electricity used at the Recruit Ginza 8 Building (Chuo-ku, Tokyo; commonly known as G8) was switched from a conventional fossil fuel-derived power plan to one that uses 100% renewable energy from sources such as solar, biomass, and other natural energy sources — a 100% renewable energy plan.^{*2} This means the building's electrical power usage is GHG neutral.

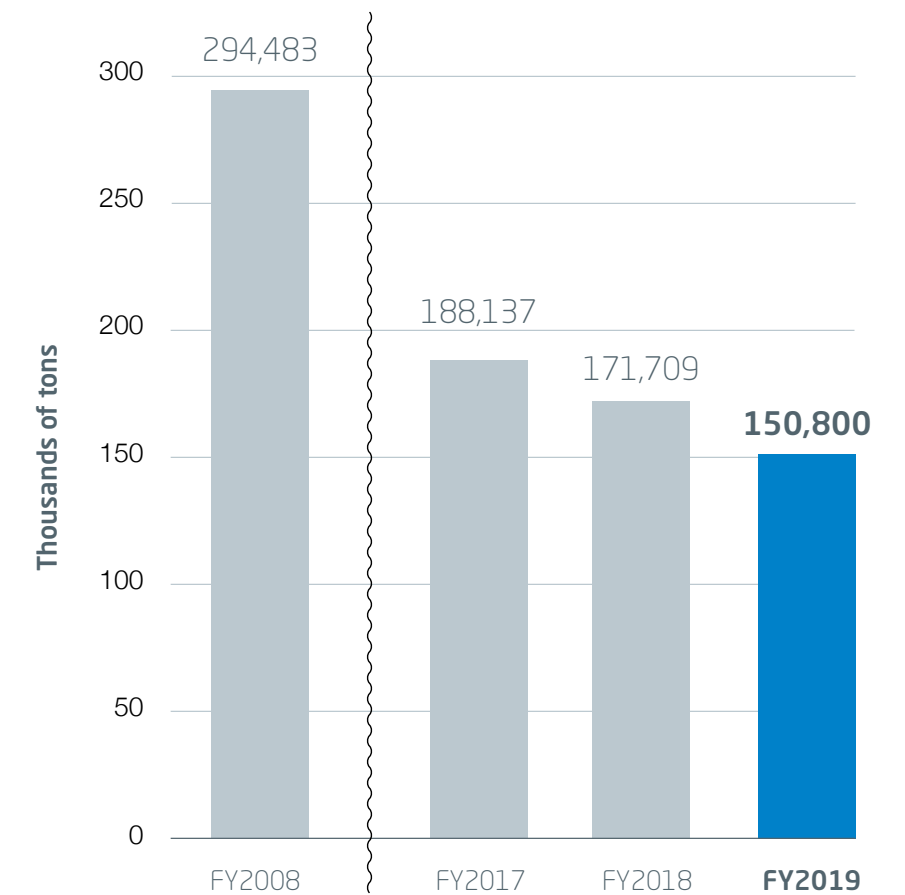
^{*1} "Green recovery" refers to a sustainable recovery plan for the economy post-COVID-19

^{*2} Energy plan that provides Energy Attribute Certificates and International Renewable Energy Certificates (I-RECs) that are comprised of Green Energy Certificates (GECs), J-credits (renewables), and Non-Fossil Certificates (NFCs) with tracking.



CO₂ emissions (in Japan)

We have greatly exceeded our target of a 25% reduction in CO₂ emissions by FY2020 as set by our Japan-based businesses in FY2008.



03 What We Do

HR Technology SBU

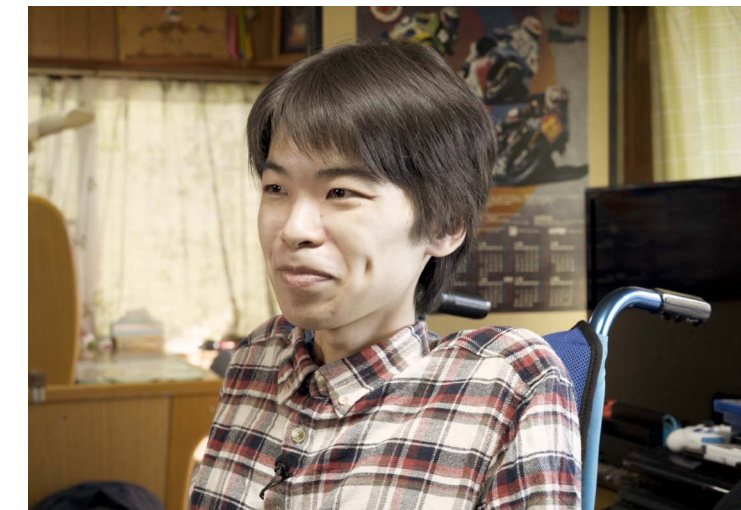
- SBU Overview
- Message from the Head of the SBU
- SBU Stories

Media & Solutions SBU

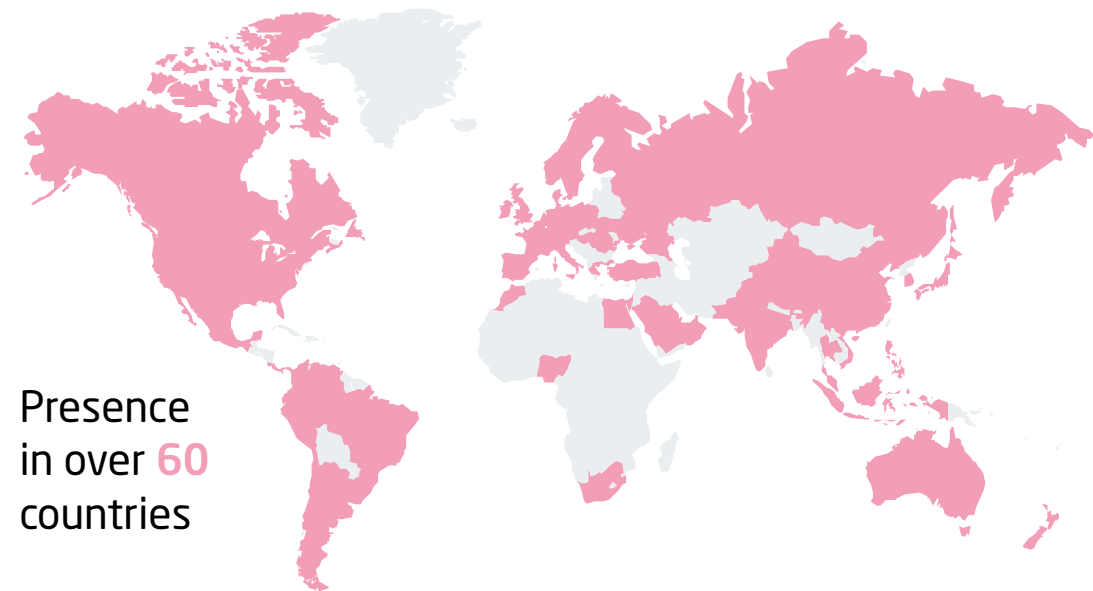
- SBU Overview
- Message from the Head of the SBU
- SBU Stories

Staffing SBU

- SBU Overview
- Message from the Head of the SBU
- SBU Stories

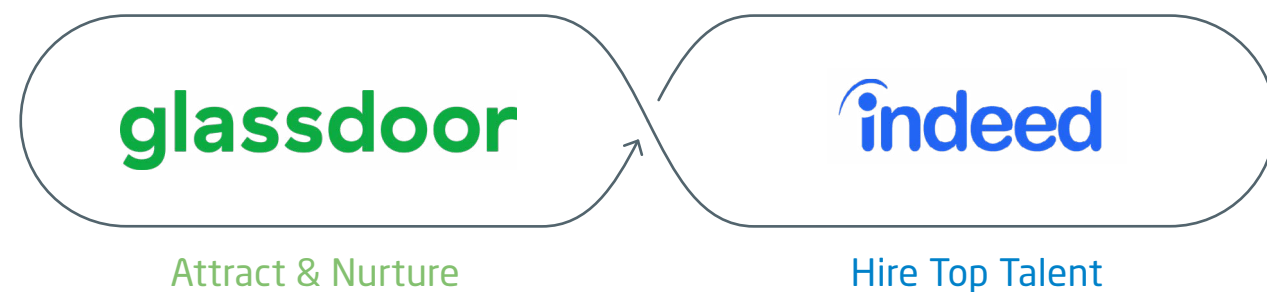


HR Technology consists of the operations of [Indeed](#), [Glassdoor](#), and other related businesses. Indeed and Glassdoor are online platforms where people can find jobs and learn about companies. Both Indeed and Glassdoor offer a suite of tools for job seekers that includes job search, resume posting,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



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 250 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 250 million monthly unique visitors

Internal data based on Google Analytics service; Average monthly unique visitors in the three months ended March 31, 2020.

Over 175 million resumes

Approximate, as of December, 2019

Glassdoor

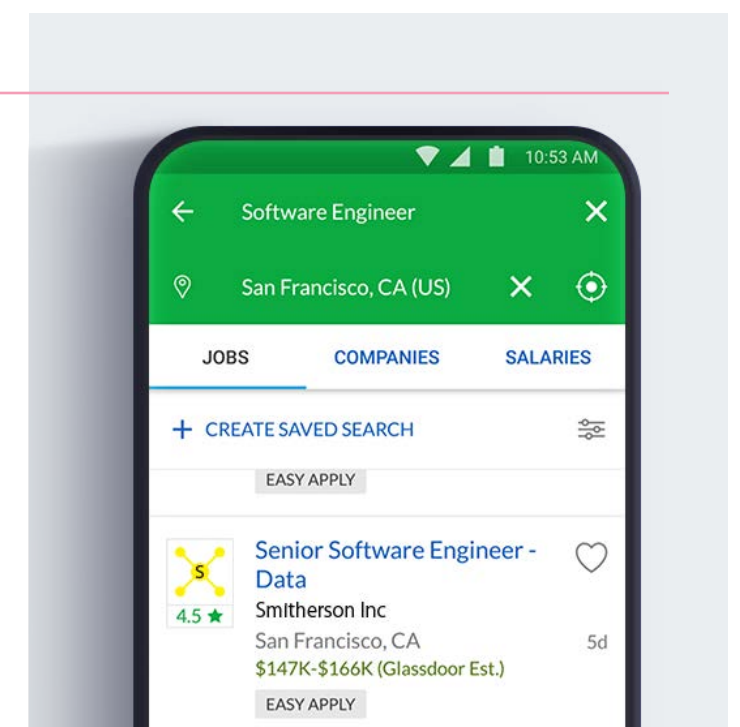
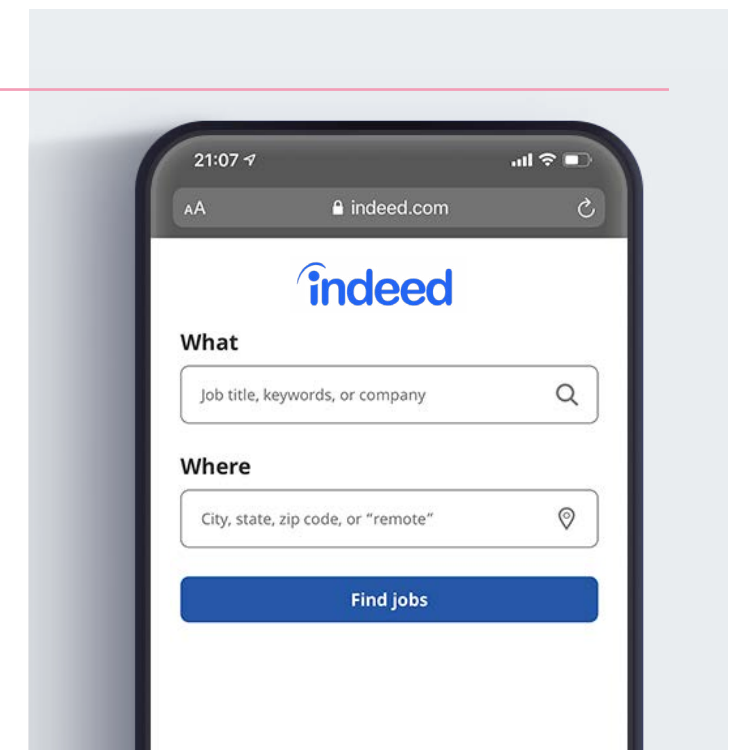
Glassdoor offers the latest job listings combined with millions of reviews and insights to help people everywhere find a job and company they love.

Over 50 million monthly unique visitors

Internal data based on Google Analytics service; Peak monthly unique visitors in the three months ended June 30, 2020.

Over 70 million reviews and insights

Approximate, as of June 30, 2020



An opportunity to evolve in a time of crisis



Hisayuki Idekoba
COO, Executive Vice
President, Director of
the Board, and Head of
HR Technology SBU

Austin, U.S.

DEKO'S INSIDE-OUT

Deko wears company t-shirts almost every day, which sometimes causes new employees to mistake him for an overenthusiastic newcomer.

Recruit Group has been evolving its HR business strategy since it was founded 60 years ago in order to meet the changing needs of the HR industry. We've always considered it important to ask, "Is there a better way to do this?" And that's exactly what we're trying to answer through our HR Technology SBU, which uses technology to eliminate challenges in job searching and recruitment.

We made a full-scale entry into the HR technology field when we acquired Indeed in 2012. Founded in 2004, Indeed uses aggregation technology to bring together job listings scattered across the Internet onto a single site, making the job search process more efficient. What was once a burdensome process is now an easy, efficient hiring system that's available in over 60 countries. In 2018, Recruit Group acquired Glassdoor, a company that provides information about working environments and salaries to give job seekers an inside look at prospective employers.

Together, Indeed and Glassdoor work toward a common goal: to make it easier for people to get jobs and for employers to recruit and hire talent. The widespread success of both companies speaks to the fact that they've made the process of connecting job seekers and employers much

more efficient than it used to be. In the same way that many of us can no longer remember what it was like to schedule time to meet with friends before the invention of cellphones, the days before online job searching are hazy. When you get so used to using one service, you start to forget how you did something before. And that's what we're hoping to achieve: we want to create products and services that are so useful and efficient that you forget how those tasks were done before. We're working hard to "Wow the World!" with true enterprise value.

Today, in the midst of a global crisis, when millions have lost their jobs, we have a responsibility to step up and help to quickly match people who need a job now with companies that want to hire now—such as those in the retail and healthcare sectors. During such tough times, to identify the best path forward,

I go back to the basics and ask, "What is most important right now?" As a leading HR company, our fundamental purpose is to help people find meaningful work. Our [Virtual Hiring Events](#), which utilize advanced technology to enable job seeking and hiring to be carried out entirely online, have finally come into their own, embraced by employers who have traditionally expressed a reluctance to try new approaches. What until recently was an idea kept back for 'when the time is right,' is now an idea that perfectly meets current needs—the future is now.

There is still much to do as we pursue Recruit's mission to provide "Opportunities for Life." We must work hard to further simplify job seeking and hiring, to build convenient products and services that make people's lives easier, and to lead the HR technology industry into the future.

HR Technology SBU Stories

Indeed: The future is now



Chris Hyams
CEO, Indeed

Austin, U.S.

CHRIS'S 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.

The last several months have been an incredibly challenging time for the world. People everywhere are facing uncertain futures due to the global health and economic crisis that has impacted every one of us.

Our mission at Indeed is to help people get jobs. This is what gets us out of bed in the morning, and what keeps us up at night. Today, this mission is more important and vital than it has ever been.

Tens of millions of people have lost their jobs. And while many employers have paused hiring, countless essential businesses have had to hire faster than ever before to meet the new demands of the day. We believe it is our responsibility to provide the tools and technology to help jobseekers get back to work quickly and reduce the burden of recruitment for employers so they can focus on core business needs.

Since COVID-19 first hit, we have been focused on helping those in need. Employers who were urgently hiring needed a way to interview candidates safely and efficiently. The virtual recruitment service we had been



testing suddenly became a vital necessity. We refocused teams, fast-tracked development, and the [Virtual Hiring Events](#) service launched in record time. Today, job seekers can attend virtual interviews hosted by employers from the safety and convenience of their own homes.

Previously, we thought it could take years for employers to embrace virtual interviews. Extraordinary challenge can be a powerful catalyst for change. As we have seen, the future is now.

We have sought opportunities to help in our communities. We partnered with the UK Department of Health and Social Care to help critical workers get jobs in the National Health Service (NHS) and adult social care. In Singapore, we supported a government recruitment drive to meet an urgent demand for workers. In New York,

we hosted a statewide Virtual Hiring Event and helped hire 500 essential workers.

Throughout this challenge, we have also worked to prepare for the recovery ahead. The time will come when companies will need to rapidly re-hire talent, and we will be ready to meet this need.

As we navigate these tumultuous times, being a part of Recruit Group gives us a strong competitive advantage. The Group has decades of experience navigating drastically changing markets and quickly adapting to meet new market needs.

Thanks to our culture of innovation, we have been able to meet today's challenges, and we remain committed to doing what we do best: helping people get jobs.

Indeed: We help people get jobs

The orange chair

Giving jobseekers 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 250 million unique visitors per month, and whether working from home or the office, its global team always puts jobseekers' needs first.



Deepa Somasundari

Director of Strategic Projects at Indeed
London, U.K.

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 U.S., 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](#)



DEEPA'S 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.

Indeed: Making job matching faster, simpler, and closer



A partnership to help one million people

Through a partnership with the international nonprofit organization Goodwill Industries International, Indeed has committed to help one million job seekers who are facing challenges such as disabilities, having a criminal record, or undergoing difficult life transitions, to find employment by 2024. Indeed is doing this by offering a range of support measures, including job search training, resume review, and hiring events with Indeed clients.

Indeed Hire makes hiring easy

Founded in 2006, Austin Capital Bank is a national leader in US financial services innovation. In June 2017, the bank was experiencing rapid growth and its hiring needs grew as a result. President and CEO Erik Beguin and COO Stephanie Rankin found themselves overwhelmed with a large volume of resumes and unable to screen the hundreds of applicants.

It was then that they turned to Indeed Hire, which assigned a hiring specialist who quickly came to understand their needs and deftly identified the right candidates for them. “Using Indeed Hire has been a huge time saver for us and has actually made our recruiting and hiring

process enjoyable” said Erik. “It’s efficient, reasonably priced, and it makes hiring easy, allowing us to focus again on critical operations functions. We plan to keep using Indeed Hire.” Takashi Nishimura, General Manager at Indeed, explains that Indeed Hire is the next step in the evolution of a business with a singular focus—to help people get jobs. “We built Indeed Hire to provide an end-to-end recruitment solution at a fraction of the industry-average cost, helping employers lower their costs and helping more job seekers find the right job for them.

Leveraging Indeed’s technology and data, we have dramatically simplified the entire process through automation, while backing it up with highly skilled specialists. Our simple, success-based pricing model aligns our interests directly with those of our enterprise clients, including SMEs, and our hiring professionals are seen as an extension of their talent attraction teams.” Takashi continues, “This innovative approach places us at the forefront of the evolving HR market, enabling us to fulfill our focus of improving the experience for job seekers while helping employers find great hires.”



Glassdoor: Our commitment to radical transparency



Christian Sutherland-Wong
CEO, Glassdoor

Mill Valley, U.S.

Since Glassdoor was founded in 2007, we have remained focused on driving transparency in the workplace and job market. We've made a profound, global impact on the millions of people who have used our website to find a job and company they love.

Driving transparency continues to be the biggest opportunity for Glassdoor to affect positive change. We believe transparency empowers people with the right information to make the right decisions.

But there's another powerful product of transparency: accountability. Accountability drives people and companies to lift their standards. It protects job seekers from low-ball offers that could lead to pay inequity. It ensures employees are paid and evaluated fairly, are not discriminated against, and are heard by company leaders.

The first step to achieve this vision is for us to adopt a more radical approach to transparency in how we operate here at Glassdoor. These are just a few of the ways we hold ourselves accountable:

Pay Transparency. We've publicly released our compensation philosophy to help candidates understand how they will be paid if they work at Glassdoor. And in late 2020, we will publicly share our pay bands for roles across Glassdoor. Our long-term vision is full salary transparency.

Diversity Data Transparency. In July 2020, Glassdoor began externally publishing information about our employee demographics, by race, gender, leadership, and tech and non-tech roles.

Employee Feedback Transparency. The reviews on our Glassdoor company page provide a great but limited overview of what it is like to work here. We've asked our employees to regularly contribute their anonymous, genuine reviews on our Glassdoor company page. We also plan to make the insights from our internal employee survey available to candidates so they can get a more complete picture of what it's like to work at Glassdoor.

Company Performance Transparency.

We share performance updates internally in our monthly company-wide meetings and financial results every quarter. We have made certain information available externally to help job seekers get a feel for our relative position within the HR tech industry.

Operating transparently at Glassdoor is fundamental to our ability to advocate for widespread corporate transparency. Our ultimate goal is to set an example of radical transparency for other employers—and we can do that by using our own platform. We will continue to innovate new ways to take workplace transparency to the next level.



CHRISTIAN'S 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.

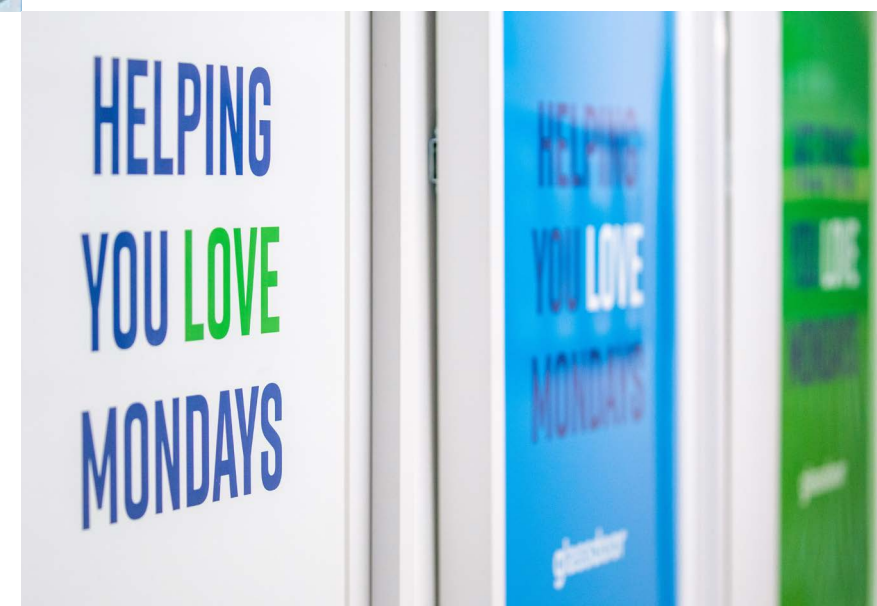
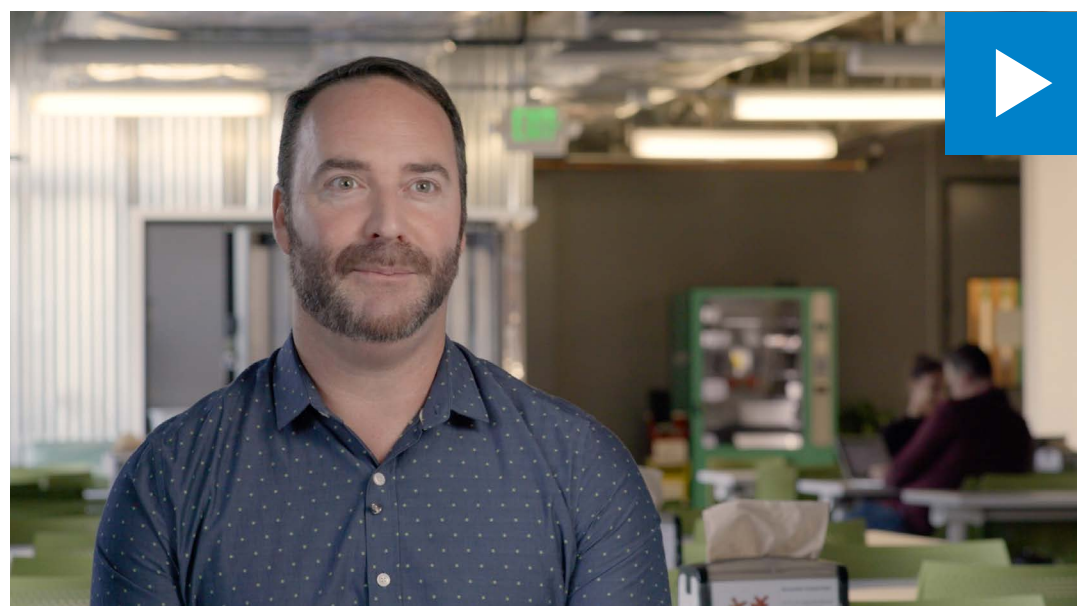


Taking a stand for equal pay

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 2019, Glassdoor itself has no gender pay gaps within its workforce.

In July 2020, the company first publicly shared internal data on race/ethnicity pay gaps, and has found no significant adjusted total pay gap.

[Read more about this](#) ↗



Marketing solutions focuses on Housing and Real Estate, Beauty, Bridal, Travel, as well as Dining and various other areas through our media, mainly our online platforms. Within these areas of focus, we provide individual users a multitude of choices, and offer advertising services to enterprise clients, including SMEs, to attract those individual users.

We also support a broad range of SMEs with operational and management support services through Air BusinessTools, our SaaS (Software as a Service) solutions.

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 searching 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.



Others

Others include Car Sensor, an online platform and print media providing information on preowned automobiles for potential buyers, Study Sapuri, an online learning support platform, and Air BusinessTools, our cloud-based operational support services for SMEs such as shops and restaurants.



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.



Evolving with the times



Yoshihiro Kitamura
Managing Executive
Officer, Head of
Media & Solutions
SBU, President and
Representative Director
of Recruit Co. Ltd.,
Tokyo, Japan

YOSHIHIRO'S INSIDE-OUT

He has loved Japanese manga since childhood because "the most important things are drawn in manga."

Creative solutions for the changing world

The Media & Solutions SBU has been part of Recruit since the company's beginnings [60 years ago](#). Over the course of those 60 years, the M&S SBU has continued to provide new value by constantly evolving to meet the needs of our individual users and enterprise clients. The COVID-19 global health crisis provided us with an opportunity to stop and reflect on our business practices. Faced with this unprecedented event, we were each pushed to question the true purpose behind our actions and what value those actions were creating. We realized that changes in the world required us to search for new, creative ways to provide value to society. So we began to adapt our products and services to accommodate rising business challenges due to COVID-19.

For example, we repurposed [AirWAIT](#)^{*1}, a reception management tool for retail locations that gives customers a virtual ticket to hold their place in line, for use in hospitals, medical institutions, and even restaurants to

help prevent the spread of infection through waiting rooms or lines. [Study Sapuri](#), an online learning service, has become a practical and safe way for students to continue learning while they are unable to physically attend school. Classes are designed to make the most out of student-teacher interaction.

Students can learn autonomously from a variety of educational videos and connect with their teachers virtually when they have questions about the content. Many schools have adopted the service as a teaching tool and have shared invaluable feedback that we are using to improve the platform.

Stronger together: M&S SBU's operating companies unite to contribute more to society

While we've repurposed many of our products and services to respond to the effects of COVID-19, we believe we can do more to strengthen the M&S SBU's overall contributions

to society. Combining the expertise of each of our businesses will uncover additional areas where we can provide value. We created our "Personal Data Policy"^{*2} as an integrated written guideline in the Media & Solutions SBU. We also began integrating our legal functions in April 2020. As we continue to evolve and leverage new technologies, we will strengthen our value proposition and expand the scope of what we can do to help our users and clients access "Opportunities for Life." We plan to have fully integrated all of the M&S SBU's operating companies by April 2021.

There is still so much we can do to address the world's challenges. As new challenges arise, the Media & Solutions SBU will continue to seek out creative solutions and enhance our value proposition so that we can contribute more to society.

^{*1} Japanese

^{*2} Related Links

[Notice of establishment of "Personal Data Policy" \(Ja\)](#)

[Apology and explanation about "Rikunabi DMP Follow" \(Ja\)](#)

[Recruit Group Media & Solutions SBU Personal Data Policy \(En\)](#)

Air BusinessTools

Productivity improvement



Point of Sale Terminal

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



Linked



Payment

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



Reception

- Minimize wait time
- Prevent secondary infection at hospitals



Air BusinessTools

Safeguarding businesses amid a health crisis

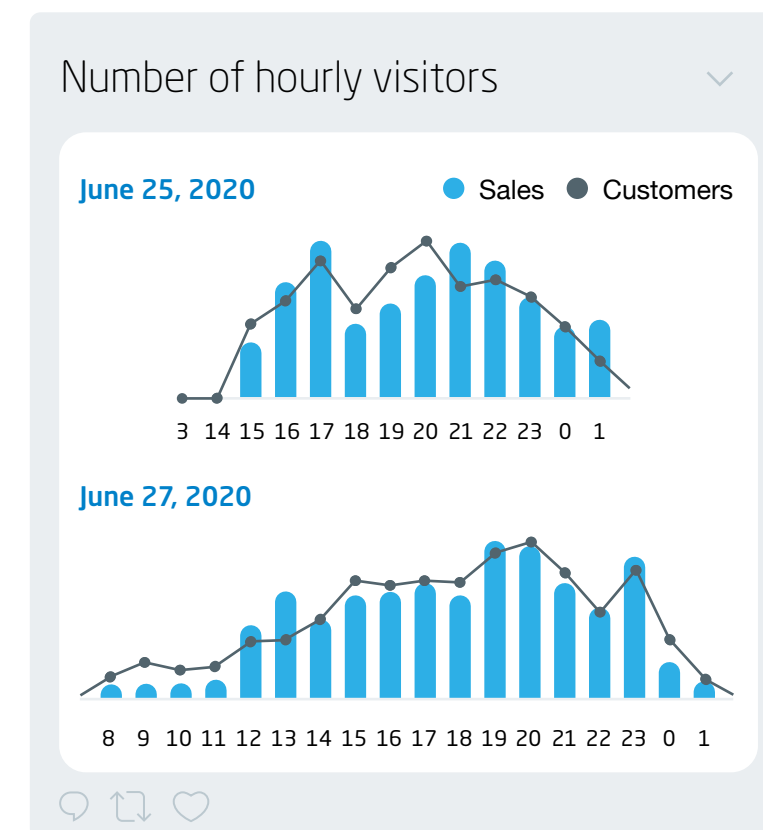
Since resuming operations, many small- and medium-sized enterprises have struggled to manage the heavy workloads demanded by new safety measures. In order to inform companies and help them contend with the new requirements, Air BusinessTools, a suite of SaaS-based solutions for business and management support, has begun to release data insights.

Businesses like [Kosugi Yu*](#), a public bathhouse in Koenji, Tokyo, have used the [AirREGI*](#) POS tool since its introduction in 2019 to improve store management and visualize sales and inventory data, a process that once relied on manual calculations. Now, to help prevent congestion and limit risks of infection, AirREGI is sharing customer traffic data on social networking services (see figure to right).

[AirPAY*](#), another Air BusinessTools solution that allows customers to make various payments using a single card reader and an iPad or iPhone, is also releasing valuable data about store operations. For example, at the Kodawari Shoten mini-supermarket in Waseda, Tokyo, the number of contactless payments made by customers who are over 60 years old has doubled since before the COVID-19 health crisis began. This increase in cashless payments

has reduced transmission opportunities, transaction time, and accounting time and effort.

In addition, using "[AirWAIT*](#)," the [Kotani Clinic*](#) in Kanagawa Prefecture now offers online receptionists and waiting lists in addition to waiting room displays that signal the next customer. Patients can check for available appointments and live wait times to avoid crowded waiting rooms.



[Related video](#)

*Japanese

The integration of work and housing, learn anywhere

COVID-19 has accelerated the integration of work and housing

Due to the global health crisis, many people today are working from home (teleworking), [prompting them to reconsider their living and working environments](#)^{*1}. An April 2020 survey^{*2} conducted by real estate and housing information website [SUUMO](#)^{*1} found that 48% of teleworkers wanted to change their floor plans, 24% wanted to relocate, and 84% wanted to continue teleworking in the future. More people are choosing not to live near their workplace because they no longer need to commute to the

office. Many young professionals and families are taking advantage of vacant houses and shared homes in the countryside, opting to live “dual lives” split between the city and the countryside. SUUMO will continue to analyze housing trends among teleworkers and publish [insights](#)^{*1} that help inform people’s future housing choices.

^{*1} Japanese
^{*2} Source: [“Telework x Housing Attitudes and Realities in the Wake of the New Coronavirus Disaster”](#) (SUUMO survey, Japanese)



In recent years, there has been an increase in the number of previously vacant or shared houses used by business people and families in their 20s and 30s who lead a dual life split between the city and the countryside.

Study Sapuri and Quipper Learn anywhere

In response to the temporary closure of elementary, middle, and high schools in Japan due to the spread of COVID-19, local governments and schools offered students and teachers free access to the Study Sapuri online learning service and the [Study Sapuri for Teachers](#) tool from March 3 to April 30, 2020. Over 92,000 students from 205 elementary and middle schools and 115 high schools used the Study Sapuri platform while they were away from their classrooms. Students can learn various skills and lessons through Study Sapuri’s online videos and tests. The platform also allows teachers to assess each student’s physical condition through an “activity memo” function where students enter their daily activities such as cooking, exercising, etc. (Figure). In order to support Japan's evolving educational infrastructure, we will continue to strengthen Study Sapuri’s platform and expand our servers to accommodate more students and teachers.

“Study Sapuri's video clips, drills, and learning management functions can be used by schools to help children stay motivated and focused while studying at home,” said Satoru Takeuchi, head of education at Izumiotsu City. “By creating



curricula that focus on interactive activities, teachers are able to dive deeply into a topic during a limited amount of time.”

In Jakarta, Indonesia, schools are using [Quipper](#), a certified government-endorsed service that provides on-demand educational videos, to teach students remotely while facilities are closed. At the start of the COVID-19 pandemic, Quipper offered free exam preparation packs for high school and college entrance exams to further support remote learning.

[Study Sapuri](#) ↗

[Quipper](#) ↗

Creating opportunities for everyone to find their ideal job

knowbe

knowbe is a business operations support service for welfare facilities that help people with disabilities go about their daily activities. The software as a service (SaaS) tool offers online support for business and employment programs in accordance with Japan's Act for Comprehensive Welfare of Persons with Disabilities. They must comply with rules for fee calculations and billing and are currently under huge workloads. knowbe provides a central management system for user data and one-click automatic creation of documents for billing, record keeping, and calculating wages and salaries.

[Learn more ↗ \(Japanese\)](#)



WORK FIT

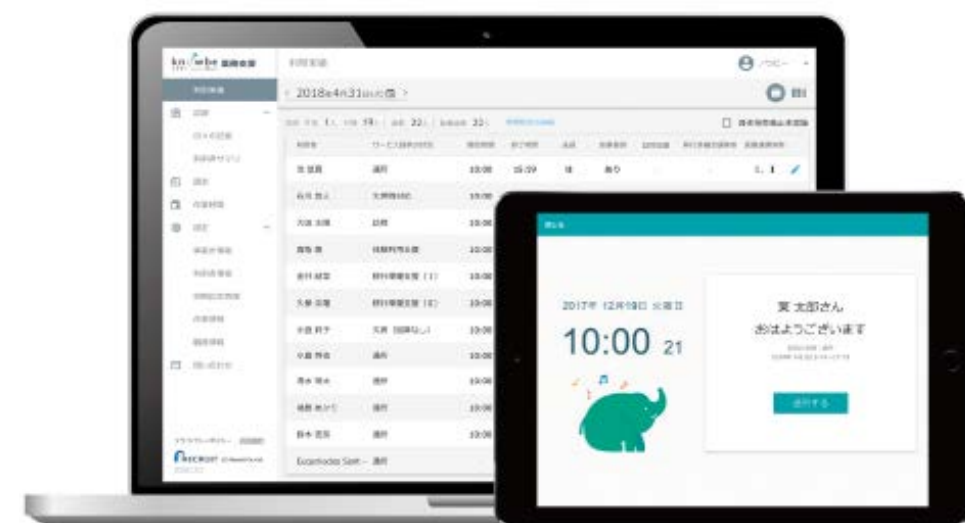
WORK FIT is a free seminar that provides employment support and career education to help people find their ideal career path. The seminar was designed with various age groups, backgrounds, and lifestyles in mind; past seminar attendees include undergraduate students, unemployed youth, youth in reform schools, children in orphanages, and homemakers. As of March 2020, approximately 33,000 people have participated in the seminar.

[Learn more ↗ \(Japanese\)](#)

KARADA Assessment

The KARADA Assessment supports senior citizens who have stopped working due to age barriers or limited physical capabilities. The nationwide program measures and visualizes a seniors' physical strength, operational skills, personality, and other traits so they can find suitable work that matches their capabilities and interests. As of July 2020, the program has been held at 76 locations throughout Japan.

[Learn more ↗ \(Japanese\)](#)



Supporting athletes,
conserving the environment



ParaRing

“ParaRing” (a combination of the words “paradigm shift” and “ring”) is a project to foster a society in which people with disabilities can realize their potential. The ParaRing team participates in and speaks at external events to raise awareness and educate society about people with disabilities. Recruit has also released several [short VR videos*](#) of ParaRing events so that everyone can experience them.

*Japanese

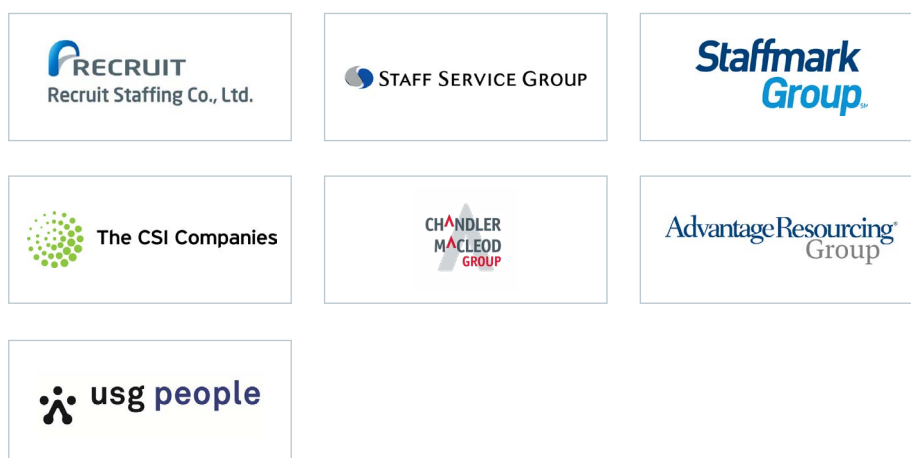
Tree planting

Since 2006, Recruit Group has made an effort to plant trees in accordance with our sustainability philosophy. As a company that uses paper as a valuable resource, planting trees is one small way Recruit can contribute to a better society. Recruit has been working with WA Plantation Resources (WAPRES), the largest operator of sustainable tree plantations in Western Australia, to manage and maintain a eucalyptus plantation that stretches over 514 hectares across seven sites in North Perth.



The Staffing SBU's purpose is to contribute to society by providing mainly temporary job opportunities to as many people as possible. 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 offering them work and career opportunities while at the same time helping enterprise clients establish an effective workforce to continuously move them forward.

Today our operations span the world: North America, Europe, Australia, and Japan. We provide staffing services in a wide range of markets, 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 - e.g., clerical, industrial, engineering, and IT. The combination of our two brands, Recruit Staffing and Staff Service Group, forms the leading player in the staffing market in Japan, 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 Japan.

Europe

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

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

North America

In the North America region, our Staffing business is comprised of Staffmark Group and The CSI Companies. Staffmark Group is a family of staffing brands in the US and Canada, providing staffing solutions for small businesses as well as large companies.

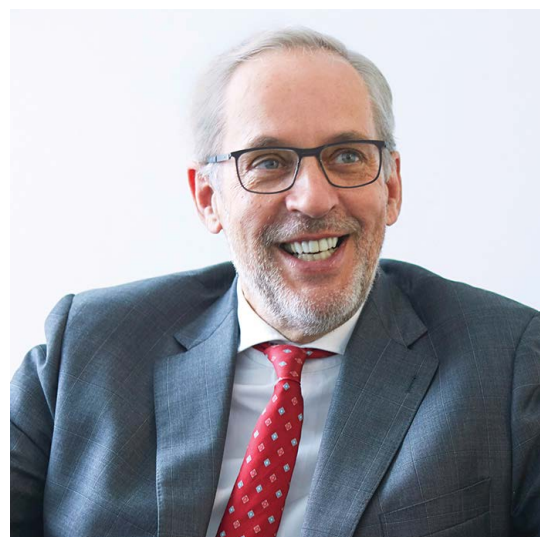
Individual Staffmark brands include: Staffmark, Advantage Resourcing, Advantage xPO, and the Atterro companies. Each provides expertise, connections, and technology to connect job seekers and enterprise clients. The CSI Companies designs staffing solutions for companies across a wide range of industries, focusing on professionals in IT, finance, healthcare, pharmacy, and office work. We have a leading position in the professionals market in the Southeast region of the U.S.

Australia

In Australia, our Staffing business is represented by the Chandler Macleod Group. We offer a broad range of staffing services from various well established brands, and provide a variety of opportunities for job seekers.

The Chandler Macleod Group spans the Asia Pacific region, including Australia, New Zealand, China, and Singapore. Chandler Macleod Group's brands include: AHS Hospitality, Aurion, Chandler Macleod, Peoplebank, and Vivir Healthcare.

Doing good for the world, embracing change, and leading with a positive mindset



Rob Zandbergen
Managing Corporate
Executive Officer, Head
of Staffing SBU, and
CEO of RGF Staffing B.V.

Almere, Netherlands

ROB'S INSIDE-OUT

During his days at the Military Academy, he was a mid-long distance runner at the national level (1,500, 3,000, and 3,000 meters steeplechase) and won several prizes.

Recruit Group's Staffing SBU is uniquely positioned to meet the needs of both job seekers and employers by leveraging decades of relationship-building experience. During these trying times, we are actively working to help our clients, partners, candidates, and employees address staffing concerns caused by the ongoing global health crisis.

The Staffing SBU conducts business across many countries and regions, and one key element of our success is our ability to localize products and services to fit the needs of individual markets. Our group companies have the autonomy and flexibility to decide and execute business based on their deep-rooted local market knowledge. Our local entities know their clients, candidates, and job markets well, allowing them to deeply understand and respond to their communities' unique issues.

This is why, at RGF Staffing, our support efforts are primarily focused on the communities in which we operate. For example, during the total lockdown in France, many companies and job candidates lost contact with their staffing partners. We knew our clients and candidates were worried and struggling, so we made sure we remained available to them. Because we were there for them when they couldn't reach anyone else, we are currently winning their trust.

Likewise, in Japan, Recruit Staffing Co., Ltd., is supporting initiatives to expand remote work options for temporary staff. Staffmark Group LLC in North America and USG People's companies in Europe are publishing FAQs, webinars, and other useful information through their websites to help dispatched staff and corporate clients with their staffing concerns.

I've learned from experience that companies can emerge successfully from global crises with the right leadership and creative strategy. I entered the staffing industry in 2002, when Europe began experiencing an economic slowdown, and I worked through the 2008 global recession and the 2011 European financial crisis. Those experiences taught me the importance of having a creative and agile organization that can react quickly and decisively to unforeseen circumstances.

Business always comes with ebbs and flows, but you can't hold back—you must consistently communicate your expectations and keep your team closely aligned. In difficult, high-stress situations, it's important for leaders to step up and provide guidance and reassurance to their employees. Sometimes business performance drops due to factors outside of our control. Leadership must communicate honestly, proactively address employee concerns,

and devise a realistic action plan to steer the company back on track. Doing so requires a high level of trust that everyone will act in the best interests of the company and society. As part of the Recruit Group Staffing SBU, which encourages innovation and community-building, our companies are at an advantage while the global staffing industry struggles to adapt to the rapidly changing economic climate.

Despite global economic downturns and uncertain market climates, we must continue to push boundaries and reach for growth. We've been impacted by COVID-19, but we've never lost sight of our core mission to add value to society. This driving purpose is at the heart of our staffing businesses as we aim to provide employment opportunities to people from all walks of life. We strive to introduce job seekers to opportunities in which they are safe, happy, rewarded, and properly trained. This way, we can meaningfully impact the lives of hundreds of thousands of people who currently face barriers to employment. Regardless of the challenges we face today, our goal remains to help people find suitable employment and live comfortably. We will continue to connect companies and candidates in pursuit of that goal.

A society where every individual is proud of their work



More than a job: Independence through inclusive employment Staff Service Group

Tokyo, Japan

Staff Service Business Support's "Cloudwork" promotes a flexible environment for people with disabilities that allows them to do remote work. Cloudwork's goal is to eliminate negative stereotypes about people with disabilities who cannot commute, and provide them with inclusive employment opportunities and responsibilities. Cloudwork employees (called the "Cloud Crew") accomplish tasks as a team and stay connected through frequent virtual meetings. Please enjoy this video to see how the Cloud Crew finds joy in their work and takes pride in contributing to Staff Service's mission.



Challenging gender stereotypes around administrative work

Bright Plus

Belgium

Bright Plus, formerly Secretary Plus, is an HR group based in Belgium that specializes in multilingual administrative support. Since its founding in 1993, the company has launched numerous campaigns to challenge subservient and gendered stereotypes around secretarial positions and promote the profession as a skilled and valuable role. In 2019, the company changed its name to Bright Plus to convey the positivity, openness, professional excellence, and personal approach of its staff and emphasize the profession's evolution. Learn more about how Bright Plus is fostering a supportive and inclusive work environment for its staff.



Expanding the possibilities of temporary workers through working from home



Saeko Hirata
SmartWork Development
Department, Manager,
Recruit Staffing

Tokyo, Japan

SAEKO'S INSIDE-OUT

For her first job at the age of 15, Saeko worked at a popular Japanese fast food restaurant.

Due to the spread of COVID-19, Recruit Staffing has seen a significant increase in the percentage of temporary workers working from home—up from approximately 1% in January 2020 to approximately 48% in May 2020. According to a survey^{*1} conducted in June 2020, about 90% of temporary workers were experiencing working from home for the first time and about 80% reported interest in continuing to do so even after offices reopened.

At Recruit Group, we believe that working from home is a great match for temporary workers and job candidates seeking flexible work environments. We believe enabling temporary workers to contribute through working from home can increase employment matching opportunities by removing geographic constraints.

In addition to responding to workstyle changes caused by the global health crisis, we strive to accommodate the naturally evolving needs of the Japanese staffing industry. For example, "Work-Off Haken"^{*2} is a new trend of flexible work arrangements that combine office work with working from home so that anyone can work wherever they desire.

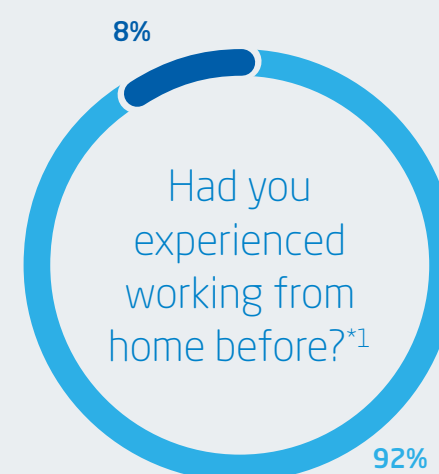
As working from home and virtual communications become the norm, it's our duty to demonstrate flexible and sustainable staffing strategies so that we can facilitate streamlined communications between enterprise clients and temporary workers. Recruit Staffing started an online interview service for people looking for temporary employment^{*3}, and has shifted monthly check-in meetings with existing temporary workers from in-person to online. Recruit Staffing will continue to seek out ways to provide necessary support for enterprise clients and temporary workers by responding quickly to changes in society.

^{*1} Source: "Survey of people who started working from home' Status of temporary workers and enterprise clients," a survey by Recruit Staffing Co., Ltd. on July 31, 2020

^{*2} Source: "Recruit Staffing Announces 2020 Trends in the Staffing Field," a survey by Recruit Staffing Co., Ltd. on Jan. 20, 2020,

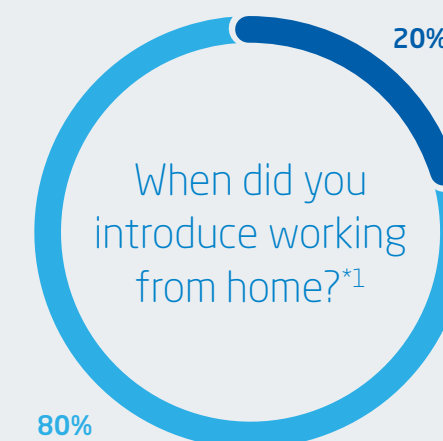
^{*3} Announced [here](#) by Recruit Staffing on September 1, 2020 (Japanese only)

Temporary staff



● Yes ● No

Companies employing temporary staff



● Before COVID-19 ● After COVID-19

Promoting a sustainable society



Protecting & conserving the environment

Each company in the Staffing SBU is making various efforts to protect and conserve the environment, increase sustainability education, and raise awareness of the problems that must be addressed. Initiatives include:

Eliminating the use of plastic

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

Reducing waste

- RGF Staffing and Chandler Macleod Group encourage all employees and visitors to bring their own reusable coffee cups to work.

Reducing CO₂

- Recruit Staffing and Staff Service set annual environmental targets and take measures
- USG People France encourages employees to use bicycles and has created an eco-driving tutorial.
- Nearly 100% of the electricity USG People Germany and over 50% of the electricity USG People the Netherlands consume are sourced from renewables. This translates to annual savings of 232 tons of CO₂ for USG People Germany, and 865 tons of CO₂ for USG People the Netherlands.

Combating modern slavery Advantage Group UK

Modern slavery continues to be a significant issue around the world. Advantage Group UK partnered with one of its clients, a leading international construction company, to combat modern slavery with the appropriate policies and protections.

Together with the client, Advantage and its project team reviewed the company's policies regarding its short-term and temporary workforce, and put together a plan to address the issue throughout the client's supply chain. It was agreed that Advantage would develop and manage a supply chain checklist and monitor the process on behalf of the client while the client would adopt both an audit mechanism and awareness training.

04

Databook

[Reports List](#) ↗

[Earnings Releases](#) ↗

[Annual Report](#) ↗

Translated from "Yukashouken Houkokusho"

[Corporate Governance Report](#) ↗

[Sustainability Data](#) ↗

[Corporate Blog - 'Inside Out'](#) ↗

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



On the publication

“Recruit Group Profile: Inside Out” is Recruit Group's new corporate media. It contains stories that illustrate how our internal corporate activities are expanding beyond Recruit and out into the world. The collection embodies our mission to provide “Opportunities for Life. Faster, simpler, and closer to you.” The purpose of this media is to provide a comprehensive overview of Recruit for a wide range of stakeholders. Inside Out 2020 features topics such as Recruit’s response to the rapid changes in society brought about by the spread of COVID-19, the history of our corporate culture and commitment to human resource management, and the current state of our diversity and inclusion (D&I) efforts. The digital edition also includes videos and links to additional information.

Detailed information about our finances, business strategy, governance system, and risk management can be found [on our website](#). Also, please visit our [Corporate Blog](#) for more stories.

September 2020

Recruit Group Profile: Inside Out Editorial Team

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 2020 covers the period between April 1, 2019, and March 31, 2020. Some references are made to dates before and after this period.