



# Sustainability

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## CSR Activities of Recruit Group

Recruit Group engages in various CSR activities at the individual company level to meet the expectations of society and to fulfill its responsibility as a corporate citizen, with the ultimate aim of a sustainable world. The following is an introduction of our CSR activities, divided into five categories.



Employment support  
Supporting young people  
Career education support

## Employment Support

We aim for a society where everyone is motivated to work, as we believe work connects people to their communities and enriches their lives.

### ● Recruit Holdings—iction! Kamuba! (Comeback!)

This free service helps women prepare for their return to work with the aim of balancing work with childcare. It offers advice based on their week of pregnancy, stories about working mothers, and a list of tasks to consider, among other content. A total of 200,000 people have used the service as of March 31, 2017. In December 2016, Recruit launched a management support service for managers who have soon-to-be-mothers under their supervision.

### ● Recruit Holdings / RGF—Honki no Shushoku / WORKFIT program

This is a free employment support program for young people started in 2011 that relies on the knowledge of the HR business. It entails two programs: “4-Day Group Work”, which focuses on practical skills for working in groups, and “1-Day Seminar”, which is a 1-day intensive course on self-promotion and interviewing skills. (Photograph 1)

### ● Recruit Career—HELPMAN JAPAN

The objective of this project is to increase the number of workers in the nursing care industry through (1) branding (disseminate information to improve the position of nursing care staff), (2) hiring support (hiring know-how seminars, staff introductions, etc.), and (3) improving job retention (develop staff training, support acquisition of qualifications, etc.).



(Photograph 1)



(Photograph 2)



(Photograph 3)



(Photograph 4)



(Photograph 5)

● **Recruit Office Support (Recruit Holdings) / Recruit Staffing Crafts (Recruit Staffing) / Staffing services and business support (STAFF SERVICE HOLDINGS)—Employment of People with Disabilities**

These are special subsidiaries that provide a place for people with disabilities to use their skills. The people working here are a mix of ages, have different social experiences, and various types of disabilities. For example, at Recruit Staffing Crafts Co., Ltd., we created a workplace where people who have severe cognitive impairment can utilize their strengths in the area of operation-type work by creating original stationery. This product is made by reusing paper from alcohol containers and so forth, which is difficult to recycle because of its aluminum backing. The workers turn this into handmade paper, which they then use to make a desktop calendar and other items used as sales promotion tools by Group companies. (Photographs 2, 3)

● **Recruit Staffing—Ability Staffing**

This program helps people with disabilities find work (staff placement and introductions). Psychiatric social workers support the physical and mental well-being of the people for a certain period in order to enable them to have stable, long-term employment.

● **Recruit Staffing / STAFF SERVICE HOLDINGS—WORKFIT for Moms**

This program helps mothers find work for free. At the seminars, they discover tips for identifying their strengths, work styles that fit their circumstances, and alleviate concerns and worries about working while raising children. Coordinators guide the counseling there as well.

● **Advantage Resourcing—Employment Support**

Advantage Resourcing team members conduct volunteer activities at shelters for homeless people in Chicago. They hold workshops to help people write resumes, prepare for interviews, and search job sites. They also provide information to homeless people on which websites to use. (Photographs 4, 5)

● **Chandler Macleod—Helping disadvantaged women re-enter the workforce**

Chandler Macleod supports women to return to the workforce by providing training to improve interview skills and CV-writing. The company also provides financial support through donations.

● **USG People—Restart**

USG People provides employment opportunities for people with mental or physical disabilities. The company has created positions for 1,000 people with disabilities in the Netherlands and 850 in France.

—Refugees

USG People distributed pamphlets and held events to provide information about finding a job to refugees from Iraq, Syria, and Eritrea to help them find safe and stable lives.



(Photograph 6)



(Photograph 7)



(Photograph 8)

## Topics

### ● Recruit Holdings / RGF—Recruit WORKFIT Program

Recruit Holdings held the free job search support program, Honki no Shushoku / WORKFIT at the University of Economics and Finance in Vietnam in February 2016 and at the King Mongkut's Institute of Technology in Thailand in October 2016. Students seeking jobs participated in these free programs (47 persons in Vietnam, 180 in Thailand), which focus on preparing for interviews. In Japan, the program is provided to about 4,000 people annually, as well as being provided for free to young people leaving juvenile correctional facilities with the aim of helping them to achieve autonomy. These programs are both capable of boosting participants' self-confidence and matching people with human resource needs at companies. Around 23,000 people have participated in the programs since they started in 2011. We will continue to help young people find work by nurturing self-confidence in their ability to find jobs around the world. (Photographs 6, 7 and 8)

		FY2014	FY2015	FY2016
Number of program participants	Total persons	4,173	4,696	3,994
	School events	1,371	1,371	1,893
	NPO events	865	1,194	1,541
	Recruit events	1,927	2,131	560
Number of partner organizations	University	52	61	82
	NPO	54	70	74

## Topics

### ● Percentage of Employees with Disabilities

	June 2015	June 2016	June 2017
Recruit Holdings Co., Ltd.*	2.19%	2.19%	2.32%
Recruit Staffing Co., Ltd.	2.08%	2.06%	2.10%
STAFF SERVICE HOLDINGS CO., LTD.	2.03%	2.02%	2.00%

\* Consolidated companies in Japan (as of June 2017)

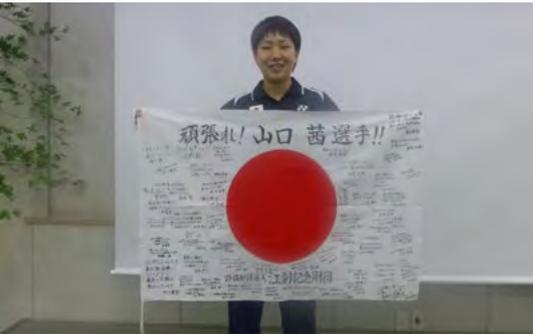
Recruit Career Co., Ltd.	Recruit Jobs Co., Ltd.
Recruit Technologies Co., Ltd.	Recruit Zexy Navi Co., Ltd.
Recruit Management Solutions Co., Ltd.	Recruit Office Support Co., Ltd.
Recruit Communications Co., Ltd.	Recruit Lifestyle Co., Ltd.
RECRUIT FORRENT INSURE Co., Ltd.	Recruit Carsensor Co., Ltd.
Recruit Sumai Company Ltd.	Recruit Kitakanto Marketing Co., Ltd.
Recruit Administration Co., Ltd.	Yumex Inc.
Recruit Career Consulting Co., Ltd.	CDS K.K. (CDSi K.K.)
Recruit Marketing Partners Co., Ltd.	Nijibox Co., Ltd.
Recruit Medical Career Co., Ltd.	Indeed Japan, K.K.

## ■ Supporting Young People

A growing number of young people are struggling to find work even after benefiting from educational opportunities. It is also important for them to discover and develop their own strength and possibility through various experiences. Recruit Group provides programs and services that help young people become more independent and pursue their dreams in society.

### ● Recruit Holdings—The Ezoie Memorial Foundation

The Ezoie Memorial Foundation was established in 1971 on the 10th founding anniversary of the Company, as an initiative for contributing to society by supporting people who demonstrate leadership, who are highly motivated with curiosity, and who show strong potential for the future. Since then, the foundation has conducted activities including provision of scholarships for 622 people in total. Recently, the activities have focused on supporting young people globally active in the fields of music, arts, and sports. In fiscal year 2016, the foundation sponsored 13 scholarship students in the field of music, 15 in the field of sports, 3 in the field of contemporary art, and 13 in the field of academia. At the same time, to mark our 45th founding anniversary, we held the Ezoie Memorial Foundation 45th Anniversary Concert at Suntory Hall on September 8. Five graduates in the instrument and singing field and four current scholarship students gave performances. (Photograph 9)



(Photograph 9)

### ● Recruit Career—Shushoku Shop

Shushoku Shop is a job placement service that helps young job seekers find job openings for full-time positions that do not require prior experience. The service 1) does not select based on documents, 2) conducts interviews of all job seekers to ascertain their character, 3) gathers information on companies that believe in the potential of young people through direct interviews with each company and provides information and 4) supports job seekers' general job search activities through model interviews and so forth, while nurturing their readiness to work, thereby encouraging them to recover confidence and take the first step to discover their potential in society. Currently, the service operates at nine locations in the Greater Tokyo Area and Kansai. Today, approximately 95,000 young people have used the service. (Photograph 10)



(Photograph 10)

### ● Recruit Lifestyle—Maji☆bu

Maji☆bu is a platform that supports youth activities. For example, Snow Magic 19 offers 19-year-old youth free ski lift tickets as a way of inviting young people to rural areas. With the Maji☆bu app, various inspiring experiences are provided for free with age restrictions, including skiing and snowboarding, J.league, golf, hot springs, and so forth. While providing opportunities for youth to gain valuable experiences, the Maji☆bu platform helps revitalize regional economies. (Photograph 11)



(Photograph 11)

### ● Peoplebank—RMIT Scholarship

Peoplebank launched a scholarship program to provide financial support for the first year of study to women aiming to attend RMIT University in Melbourne Australia. (Photograph 12)



(Photograph 12)

### ● USG People—100 Opportunities 100 Jobs

This program was created to help young people from 18 to 30 years of age to find a sustainable job. The program offers career advice and recruitment interview simulations, as well as connecting them with a network of companies.

## ■ Career Education Support

Thinking about the meaning of working and what one wants to do in life is an important step toward having a fruitful life. Recruit Group engages in activities to draw out the potential of children by helping them to foster a broad perspective on work.



(Photograph 13)

### ● Recruit Holdings—TOWNWORK Try! Work

In this program, streamed online for free, teachers give two lessons to junior high school students before and one after their workplace experience activity, which is conducted as part of their general study course. Students use Recruit Jobs' job-posting media TOWNWORK as a text and learn about interviewing and preparing copy before their workplace experience and then compile student-edited versions of Recruit's TOWNWORK magazine, using copy centered on their feelings of what it was like to have worked. Copies of the TOWNWORK Junior High School Edition are distributed locally. (Photograph 13)



(Photograph 14)

### ● Recruit Career / Recruit Marketing Partners—KidZania Sponsor

KidZania is a place where children can try doing a job of their choice to experience work while playing. Recruit Group has a "Work Consultation Center" pavilion operated by Recruit Career and a "Wedding Ceremony" where children can experience being a wedding planner and acting as a new bride and groom operated by Recruit Marketing Partners. At the Work Consultation Center, an adult supervisor consults with children who are not sure what work they would like to try in KidZania town, and gives them guidance. At the Wedding Ceremony, children enjoy the occasion for congratulating one another through the processes of performing a wedding ceremony. (Photograph 14)

### ● Recruit Jobs—TOWNWORK Workbook

Using the knowledge they gained in the job advertisement business, employees teach elementary school pupils the benefits of working and offer them opportunities to think about their own career paths. The children interview working adults, write reports and publish their own version of TOWNWORK, edited by elementary school students.



(Photograph 15)

## Topics

### ● Recruit Holdings—WORKFIT for KIDS

The WORKFIT for KIDS program was started in 2016 to help children living in orphanages to cultivate their perspective on work. Working with NPO, employees visit the facilities with guests (camera operators, nursing care facility staff, and various other professionals) to give on-site lessons. They share the joy of working, as well as their experiences of growing and facing difficulties. Through the program, they share information with the children about the many and diverse types of work available in society, what kind of preparation is required for certain jobs, and so forth. (Photograph 15)

## Diversity

### Work-life balance / Work style innovation

## ■ Diversity

Recruit Group aims to create work environments where anyone can work to the best of their abilities, regardless of gender or other characteristics. To this end, we promote the formation of organizations that take advantage of individual diversity, and have put in place career support programs and systems to enable employees to apply their abilities to the fullest.

### ● Major Recruit Group Companies in Japan—Promoting Diversity

Recruit Group sets female success promotion, a big issue in Japanese society, as a central theme and takes a variety of measures to promote work-life balance and empower employees. Since 2016, Recruit Group has introduced remote working systems and other innovations to work styles, promoting individual growth regardless of gender.

### ● Major Recruit Group Companies in Japan —Recruit Group: Diversity for ALL Project Be a DIVER!

In 2016, Recruit Group launched the Diversity for ALL Project “Be a DIVER!” with the aim of drawing out the abilities of each employee by emphasizing diversity. Through this project, we have invited guests from inside and outside the Company to give lectures and lead discussions with employees about empowering female employees and a diverse range of other topics, such as balancing work for men raising children, LGBT issues, and working while providing nursing care, in order to promote an enlightenment among employees. These discussions are generally held each month or every other month, and are open to all employees. An email magazine offering a detailed report of the content of the discussions is distributed to around 30,000 Group employees in Japan, to provide a structure for continuing to share the latest information about the significance and specific initiatives of diversity. The insights gained through these initiatives are disseminated both internally and externally through the website and seminars for outside the Company. For example, we invited guest speakers to seminars from advanced companies and international human rights NGOs, as well as relevant parties from inside and outside Recruit Group, to discuss the theme of creating corporate cultures that make it easy for people of sexual minorities to work. In addition to imparting basic knowledge, the seminars also encouraged participants to think independently and discuss together about how to reflect this awareness in system revisions as well as products and services. In this way, the seminars provided a place for noticing new things and coming up with new proposals. (Photographs 16, 17)

### ● Major Recruit Group Companies in Japan —Recruit Group: the female management training program Women's Leadership Program

A Group survey conducted in 2012 revealed that about 70% of male employees wanted a promotion at work, whereas only 40% of female employees expressed the same goal. In light of the outcome of this survey, Recruit Group launched the Women's Leadership Program in fiscal year 2013, for female employees who are candidates for management positions. In this program, management-class people accompany and foster them in one-on-one training for a half-year period. (Photograph 18)



(Photograph 16)



(Photograph 17)



(Photograph 18)



(Photograph 19)

#### ● Recruit Group—Career Cafe 28

Recruit Group has offered a program that supports career development of female employees, who are going to have life events, in response to their request. The program holds educational events with external instructors and senior colleagues to explore ways of increasing one's own options whenever major life events occur. Career Cafe 28 BOSS is a management training program for supervisors of female employees to learn practical management which accelerates the growth of their female coworkers. (Photograph 19)

#### ● Recruit Holdings—And's On-Site Daycare Center

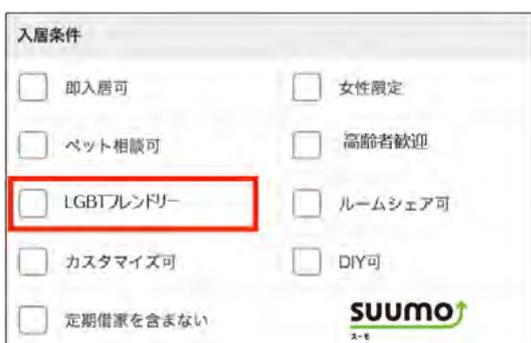
We set up the on-site daycare center And's in January 2008 in the same building as Recruit's headquarters to enable the workers who want to develop their career after maternity leave to return to work, following the issue of a shortage of daycare centers especially in the Greater Tokyo Area. Since the center opened, the proportion of women returning to work and the ratio of working mothers among female employees have increased. As of April 2017, 22.7% of female employees (about one in five) are working mothers. Recruit has also concluded corporate contracts with childcare providers to meet needs for flexible approaches to childcare support. Support is provided to employees through such ways as waiving membership fees.

#### ● Recruit Sumai Company—SUUMO LGBT Friendly Initiatives

Apartments for rent listed on the SUUMO service can now be searched using a special filter called "LGBT Friendly". LGBT Friendly properties are ones whose owners have decided to proactively show that they will not refuse a potential tenant because they are LGBT. Providing this information makes it easier for LGBT people to search for housing. The Company has also set up a special website called SUUMO for LGBT. (Photograph 20)

#### ● Peoplebank—Programs for Diversity Initiatives

Peoplebank is actively promoting initiatives for diversity, such as actively appointing female managers and executive leaders and conducting training programs designed to uncover the potential of female employees. (Photograph 21)



(Photograph 20)



(Photograph 21)

### Topics

#### ● Major Recruit Companies in Japan—Initiatives for LGBT People

At Recruit Staffing, we received the Gold award in the PRIDE Index, an evaluation index set up by the voluntary organization "work with Pride" that measures corporate initiatives taken for sexual minorities such as LGBT people. By conducting in-house training for management and recruiting officers as well as distributing information in our email magazine to employees, we have been working to create a supportive system for all people to "be themselves" in their work. In April 2017, we started applying certain personnel systems, such as benefits for spouses and their families, to partners of the same sex at nine Group companies.



(Photograph 22)



(Photograph 23)

Topics

● Major Recruit Group Companies in Japan  
—Setting of Voluntary Targets for Women in Management Positions

Recruit Group has established the medium-term goal of increasing the number of female group managers to at least 30% of the total by April 2018, and discloses its progress yearly. That figure stood at 24.4% in April 2016 and 27.0% in April 2017. (Photographs 22, 23)

Women as a percentage of management



\* Actual data as of April for 11 main Group companies in Japan from fiscal year 2013 onward.

Topics

● Recruit Holdings—Employee Diversity Penetration Survey

Recruit Holdings conducts annual surveys of 11 Group companies in Japan to monitor the penetration of diversity. The survey for employees has approximately 12,000 respondents, with a response rate of 83%. This enables us to achieve an appropriate understanding of the issues and helps to implement initiatives across multiple companies. The survey has given rise to various initiatives, such as support for male employees balancing childcare with work.

Topics

● Peoplebank—Flexibility

Besides women’s success, Peoplebank promotes flexible working arrangements to be able to balance work and personal life, taking into consideration all the various circumstances that people are in. Peoplebank offers various options such as 3 or 4 working days a week, short working hours, and working from home, so that employees can choose according to individual circumstances.

## ■ Work-Life Balance / Work Style Innovation

Increasing productivity and creating environments where diverse employees can play an active role are currently the important themes, as the public and private sectors in Japan have been promoting various work styles. Here, we introduce some initiatives that Group companies are taking in response.

### ● Major Recruit Group Companies in Japan—Work Style Innovation Project

With this project, we are taking on the challenge of creating innovative work styles with the aim of rediscovering ways to work and spurring changes in work styles across society, through our challenge of work style innovation to solve issues in Japan, such as a declining working population, weak productivity and declining birthrates. For example, in January 2016, Recruit Holdings introduced a full-fledged remote work system for all employees, freeing them from a specific office. We established satellite offices in 40 locations around Tokyo to enable employees to work near their homes or places they are visiting. Some of the satellite offices have full-time childcare staff and kids' rooms where employees can leave their children while they work. Through these and other initiatives, we are strengthening our measures to put into practice flexible work styles for employees.

Furthermore, as we gain experience through trialing various ideas, we are publishing both our successes and our failures outside the Company.

(Photographs 24, 25)

### ● Major Recruit Group Companies in Japan—Remote Work

The remote work system has been introduced at five Group companies, and is used by approximately 4,000 employees. At certain Group companies, the remote work system has been introduced for all classes of employee, even temporary workers, with no limit on the number of days that it can be used.

### ● Recruit Group Companies—Family Day

Recruit Group Companies hold a Family Day for the families of employees based on the idea that employees will be more motivated when their families gain a better understanding of their jobs and support them in their endeavors. This initiative provides opportunities to promote children's understanding for their parents at work and strengthen family bonds, as well as the Company has an opportunity to say thank you to the families of its employees. (Photograph 26)

### ● Recruit Communications / Recruit Marketing Partners—Support for Employees Raising Children

In 2016, Recruit Communications and Recruit Marketing Partners introduced mandatory childcare leave for male employees (at least five days leave must be taken). The system enables male employees to concentrate on childcare while taking paid leave, and smoothly balance childcare and work after that. It reflects our consideration that having male employees also participate in childcare and housework, rather than only female employees, will help to encourage women to return to work and take on active roles.



(Photograph 24)



(Photograph 25)



(Photograph 26)

## Awards

### Awards

Recruit Group has received various awards from external organizations in recognition of its business activities and workplace environment. Below is an introduction to some of these awards.

#### ● Indeed—Great Place to Work

Since initial participation in location-based surveys in 2016, Indeed has been named a “Great Place to Work” in founding cities Stamford, CT and Austin, TX.

#### ● Recruit Holdings—Japan Partnership Award

The Japan Partnership Award recognizes distinctive collaborative projects between unique companies and NPOs that have made an impact on society. Our free job finding support program for young people, Honki no Shushoku, received the Young People’s Support Prize in March 2017. We received the award in recognition of our collaboration with the NPO Support Station, which is a gathering point for young people searching for jobs. Recruit Holdings provided the station with support materials. (Photograph 27)

#### ● Recruit Holdings—J-Win Diversity Award

The J-Win Diversity Award seeks to accelerate diversity and inclusion in companies by recognizing the efforts of companies that are leading the way in this field. Recruit Holdings was awarded the “Corporate Award Advanced Division Grand Prize” for the third time in March 2017, to acknowledge its measures for diversity that included initiatives for promoting active participation of women and work style innovation, as well as efforts that look beyond gender issues. (Photograph 28)

#### ● Recruit Lifestyle / Recruit Communications—Cannes Lions 2017

Seem, a smartphone app that lets men check the health of their own sperm, won four awards in two divisions, in addition to the Mobile Grand Prix award, at the Cannes Lions 2017 festival, one of the world’s largest awards recognizing excellence in advertising and communications. (Photograph 29)

#### ● The CSI Companies—Best of Staffing® Client Award and Talent Award for Five Consecutive Years

The CSI Companies has received the Client Award and the Talent Award in the Best of Staffing® Ranking for five consecutive years. The award recognizes agencies that provide outstanding client services in the staffing industry in North America.

#### ● Staffmark—Best in Staffing-Client Diamond Award

Staffmark has been awarded the Best of Staffing® Client Award for six years in a row, and has recently been awarded the Best of Staffing® Talent Award. The award recognizes companies who provide outstanding client services to their clients and temporary/contract employees. Fewer than 2% of all staffing firms in North America receive this prestigious award. To recognize six years of success, Staffmark also received the Client Diamond Award.



(Photograph 27)



(Photograph 28)



(Photograph 29)



(Photograph 30)



(Photograph 31)



(Photograph 32)

● **Peoplebank**

— **Best Employer of Choice for Gender Equality**

Peoplebank has been awarded for a fifth consecutive year (2012–2016) for championing gender equality by the Australian Government’s Workplace Gender Equality Agency (WGEA). (Photograph 30)

— **Best Recruitment Company to Work For (Large Organization)**

In 2017, Peoplebank received the award for “Best Recruitment Company to Work For” at the Recruitment International Awards. The Company was recognized for its investment in staff development, including its online learning platform available to all staff and its training program for developing leadership skills. (Photograph 31)

● **Chandler Macleod—atWork Australia**

Chandler Macleod was selected as Champion Employer of 2017 at the “atWork Australia” event for awarding employers who are supporting Australians’ lifestyles through long-term sustainable employment. (Photograph 32)

● **USG People—Best Multinational Workplace in Europe 2017**

USG People achieved 14th place in the ranking of multinational companies in Europe. It is Europe’s largest survey ranking with over 1.5 million employees participating from a total of 2,340 companies in four sectors.

**Topics**

● **Indeed—Great Place to Work**

Indeed has been named a “Best Workplace for Millennials 2017” and a “Best Workplace in Consulting & Professional Services 2017” by Great Place to Work, the global authority that conducts surveys on building, sustaining, and recognizing high-trust, high-performing workplace cultures. These awards are based on organization accomplishments and employee survey responses on leadership, workplace satisfaction, and work-life balance, among other factors.

## Environmental preservation



(Photograph 33)

### ■ Environmental Preservation

Recruit Group undertakes environmental conservation activities through its business, products and services by paying due consideration to the impact of its business, activities to sustain the environment and protecting the global environment.

#### ● Major Recruit Group Companies in Japan—Environmental Preservation

Recruit Group has established its environmental vision, “more eco more smile”, and set up an environmental management system. We also monitors its CO<sub>2</sub> emissions and environmental efficiency indicators. We are promoting this vision through four themes: 1) Eco-action through our business activities, 2) Steps to prevent climate change, 3) Recycling, pollution prevention, and biodiversity preservation, and 4) Fostering employee eco-awareness and support for their actions. (Photograph 33)

#### ● Recruit Sumai Company—Environmental Education via SUUMO

The SUUMO website has web pages hosting editorial articles and introductions to real estate companies and properties for consumers choosing a home or thinking about remodeling. Through these pages, it promotes environmentally friendly housing and lifestyles, as well as introduces the efforts of real estate companies to conserve energy.

#### ● Recruit Communications—Eco Information Magazine Publication

Recruit Group takes various measures publishing its free magazines, such as using the thinnest paper possible, reducing deliveries by trucks to cut CO<sub>2</sub> emissions, and recycling leftover waste into cardboard boxes. (Photograph 34)

#### ● Recruit Technologies—Making Servers More Efficient

For the servers and other infrastructure behind the services offered by Recruit Group, Recruit Technologies promotes drastic consolidation to using less equipment, reduction of the number of servers, and replacement of servers with the latest energy-saving models.

#### ● Recruit Holdings / Recruit Communications—Planting Trees in Australia

Recruit Group established a local subsidiary in Australia to plant trees, thinking of contributing by growing trees ourselves rather than simply using paper, as a company that consumes paper. (Photograph 35)

#### ● The CSI Companies—Reducing Paper Use

The CSI Companies have eliminated the use of most paper documents in their back-office operations and adopted electronic documentation wherever possible. This enables all employees to access documents, saving around ¥9 million each year in paper costs.

#### ● USG People—Reducing CO<sub>2</sub> Emissions from Mobility

USG People aims to reduce its CO<sub>2</sub> emissions by focusing on mobility, which accounts for around 85% of the Company's emissions. The Company is aiming to reduce the use of cars for transport and provides electric scooters and bicycles at its branches.



(Photograph 34)



(Photograph 35)

Topics

● Major Recruit Group Companies in Japan—Environmental Preservation

**Environmental Vision: more eco more smile**

Recruit Group has made four promises to (1) protect the environment through business services, (2) prevent global warming, (3) recycle, prevent pollution and preserve biodiversity, and (4) foster a greater awareness of the environment among employees while supporting their actions.

**Acquisition of ISO 14001 Environmental Management System Certification**

In March 2011, Recruit Group adopted the International Organization for Standardization's international management system, conducting annual internal audits and periodically checking on its progress through evaluations by external organizations when it comes time to renew the certification.

**CO<sub>2</sub> Emissions Reduction Targets and Monitoring**

We aim to reduce emissions of CO<sub>2</sub> from our office buildings by measuring the total amount of CO<sub>2</sub> emitted throughout the life cycle of business activities. In Japan, our objective is to cut total emissions by 25% by fiscal year 2020 compared with fiscal year 2008 levels in Japan.

**Environmental Efficiency Index Monitoring**

We have measures to conserve paper resources, such as by reducing unread free magazines in distribution. We created our own environmental efficiency index in 2008 (¥100,000 in net sales / tons of paper used) to monitor on an ongoing basis. (Photographs 36, 37)

**Raising Employees' Awareness**

Internal posters encourage employees to make a thorough effort to save energy and resources, and environment-related questions are incorporated into the challenging annual compliance test to provide learning opportunities.



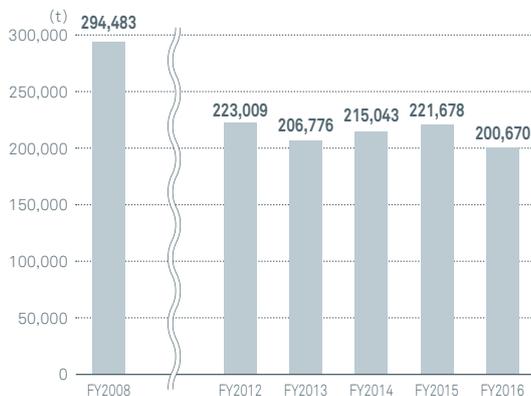
(Photograph 36)



(Photograph 37)

**Initiatives to Counter Global Warming**

**CO<sub>2</sub> Emissions**



\* Certain base units for CO<sub>2</sub> emissions intensity have been selected with assistance from JMA Consultants Inc.

**Environmental Efficiency Index**



\* Fiscal year 2007 established as base year (100).

## Community Contribution Donations

### ■ Community Contribution/Donations

As a part of its social responsibility initiatives, and as a member of local communities, Recruit Group supports its employees' activities including their proactive contribution to regional economics, various volunteering, and donations.

#### ● Indeed—CSR Efforts

Indeed partners with a number of organizations in the communities in which employees live and work to help bring Indeed's mission—We help people get jobs—to life. Through local service-oriented programs, Indeed employees interact directly with job seekers to provide them information on Indeed products to help improve their job search experience.

#### ● Major Recruit Group Companies in Japan—Volunteer Activities

In August 2011, Recruit Holdings created a leave system for volunteers (paid vacation up to five days a year). We also have a system for paying a portion of the expenses incurred by employees volunteering to help, as a way of supporting the continuation of volunteer activities.

#### ● Recruit Holdings / Recruit Sumai Company —Dispatch of Volunteers to Disaster-Affected Regions

Recruit holds volunteer activity tours to assist with the reconstruction of disaster-affected regions. We also talk with local businesses and reconstruction assistance NPOs about ongoing support and creating new business that leads to reconstruction. (Photograph 38)

#### ● Major Recruit Group Companies in Japan—Matching Gift Program

We set up the Matching Gift Program to support the social contribution activities carried out voluntarily by individual executives and employees. Under the system, when executives or employees donate to a certain organization, we provide a matching donation.

#### ● Recruit Holdings—Regional Revitalization Project

Recruit Holdings grapples with regional issues in Japan such as rapid depopulation and an advancing super-aged society. In fiscal year 2016, we concluded a business collaboration agreement with Kochi Prefecture, and conducted a new business development program, Recruit Ventures, on the theme of regional revitalization. All Group employees can apply for the program, aiming to create businesses that can resolve regional issues through considerations in the fieldwork and workshops in Kochi Prefecture. (Photograph 39)

#### ● Recruit Holdings—Gallery Operation

To help revitalize local communities and support young artists, Recruit Holdings operates two art galleries primarily focused on graphic design and photography in Ginza, Tokyo, where Recruit was founded. We hold the charity exhibitions every year. (Photograph 40)

#### ● Recruit Sumai Company—Green Curtain

Recruit Sumai Company has been conducting an initiative since 2011 to spread “green curtains”, which are walls of green plants, to prevent a temperature rise. In 2017, along with the NPO Green Curtain, we installed green curtains at 270 temporary housing units in Mashiki Town, Kumamoto Prefecture, an area that had been damaged by earthquakes. (Photograph 41)



(Photograph 38)



(Photograph 39)



(Photograph 40)



(Photograph 41)



(Photograph 42)



(Photograph 43)



(Photograph 44)

### ● Recruit Management Solutions—Pro Bono Activities

Aiming to realize a society where individuals and organizations synergistically increase value, Recruit Management Solutions supports the pro bono activities of employees as a measure of proactively giving back to society through the skills and knowledge they accumulated at work.

### ● Advantage Resourcing—Volunteer for Local Community

In the Flint, Michigan community, employees conducted volunteer activities by distributing safe water and nutritious foods to the community for the purpose of securing the safety of local resident's health.

### ● The CSI Companies—CSI Gives Back

The CSI Companies conducts social contribution programs in the communities where it has business operations. The various programs include event sponsorship, volunteer activities, and fundraising. (Photograph 42)

### ● Staffmark—Employees' Volunteering Opportunities

As a way to give back to the communities the Company serves, Staffmark created a volunteer program where full-time employees are given paid time off to use in volunteering activities. Staffmark team members have worked at community food banks, helped with home builds, cleaned community gardens, helped rebuild schools, and much more. (Photograph 43)

## Topics

### ● Recruit Management Solutions—Pro Bono Activities

Recruit Management Solutions supports pro bono activities undertaken by its management solution professional employees in cooperation with the NPO Service Grant. In fiscal year 2017, six volunteer employees worked to create sales materials for the NPO Kids' Door. Through these activities, they help to strengthen the operating base for the target organization while raising our own awareness of social issues. (Photograph 44)

	FY2014	FY2015	FY2016
<b>Volunteer activities (Major Recruit Group Companies in Japan)</b>			
Number of employees who used volunteer paid leave	3	21	45
Number of employees who received compensation for volunteer costs	40	45	25
<b>Donations (Major Recruit Group Companies in Japan)</b>			
Number of donations	23	28	21
Total amount	¥23.3 million	¥319.4 million	¥8.27 million
<b>Matching Gift Program (Major Recruit Group Companies in Japan)</b>			
Number of users	61	62	65
Total amount	¥1.75 million	¥2.05 million	¥1.86 million
<b>Gallery</b>			
Number of participating artists in year-end charity event	187	177	169
Year-end charity event donations	Approx. ¥1.20 million	Approx. ¥1.03 million	¥1.58 million

## ■ Returning Knowledge to Society

Recruit Group companies have dedicated survey and research institutions that specialize in particular fields of businesses. The institutions conduct wide-ranged research in fields related to life stages such as job seeking, wedding, and housing to fields related to everyday consumption, such as travel, dining, and beauty. The results of their research are made public for the benefit of society.

### [Major Survey and Research Organizations]

- Indeed  
Hiring Lab
- Recruit Holdings  
Recruit Works Institute  
Recruit Institute of Technology
- Recruit Career  
Shushoku Mirai Institute
- Recruit Jobs  
JOBS Research Center
- Recruit Sumai Company  
Recruit Sumai Institute
- Recruit Marketing Partners  
Bridal Soken  
Recruit Shingaku Soken  
Recruit Jidosha Soken  
Recruit Institute for Next Generation Education
- Recruit Lifestyle  
Jalan Research Center  
Hot Pepper Beauty Academy  
Hot Pepper Gourmet Research Center  
AB-Road Research Center
- Recruit Management Solutions  
Institute for Organizational Behavior Research
- Recruit Technologies  
Advanced Technology Lab

## ■ CSR Policy

### Aiming for a Brighter and More Fulfilling World in which All Individuals Can Live Life to the Fullest

Recruit Group has developed businesses with the idea of creating a world where everyone can live life to the fullest. As our business has grown, so to has our client and customer base - each with high expectations of what we can offer them. By striving to meet and exceed these expectations, we have expanded our capabilities into new areas and matured as a business. To clarify how we should fulfill our responsibility to society, in 2014 we established three guiding principles and five core themes as our CSR policy. The three guiding principles are as follows. The Group will put “contributing to society through our business” at the heart of its CSR activities, and work to help resolve society’s needs. In addition, we aim to meet the growing expectations of society, as well as to gain insight into social issues and strive to solve them. Furthermore, we will “fulfill our responsibilities as a corporate citizen”, acknowledging our role as a leading company and responding to requests on a global level.

Next, we established five core themes to guide our activities: “Enabling more people to flourish by creating opportunities to work”, “Supporting diverse ways of living”, “Empowering tomorrow’s talents”, “Practicing and promoting innovative work styles”, and “Respecting human rights and protecting the environment”.

## ■ Helping Solve Social Issues for a Sustainable World

The history of Recruit Group can be described as one of continuously taking on challenges to solve social issues. Since our foundation, having constantly asked ourselves and each other such questions as “Why are you here?”, we have engaged in creating business value. What are society’s needs? How can we make the world a better place? What action can we take for that?

With this spirit, and an even greater recognition of the importance of ESG perspectives, we will make sincere efforts to address social issues around the world as indicated by the United Nation’s Sustainable Development Goals (SDGs), determined by international society.

With an eye on long-term value creation, we will make efforts to collaborate with diverse stakeholders. Then, remembering to listen closely to the expectations and demands of society, we will do what we can and what we should to help realize a sustainable world.

## Recruit Group CSR Policy

Seeking a sustainable world of plenty, we contribute to society through all of our corporate activities. To do this, we take a long-term view in addressing social issues.

### Three Guiding Principles

#### Meeting Society's Expectations

We aim not only to meet society's expectations but also to gain insight into social issues and contribute to their solution.



#### Fulfilling our responsibilities as a corporate citizen

Acknowledging our role as a leading company, we are responsive to requests on a global level.

### Five Core Themes

In order to realize our corporate mission of creating a prosperous society in which each individual flourishes, we have established the following five core themes for our CSR activities. In collaboration with our stakeholders, we implement actions reflecting what we can and should do while continuing to challenge ourselves.

1. Enabling more people to flourish by creating opportunities to work
2. Supporting diverse ways of living
3. Empowering tomorrow's talents
4. Practicing and promoting innovative work styles
5. Respecting human rights and protecting the environment



## SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD

#### Remaining Mindful of Common Issues

Such as the SDGs, while Promoting Sustainable Business Activities

We will determine the direction of our own initiatives, acknowledging the development targets provided by the SDGs along with the five core themes of our CSR policy, and engaging in specific activities while listening to society's expectations. Specifically, we conduct stakeholder dialogues and utilize the Sustainability Committee with external members.



## COMPANY PROFILE

**Company Name:**

Recruit Holdings Co., Ltd.

**Founded:**

March 31, 1960 (incorporated August 26, 1963)

**Headquarters:**

1-9-2 Marunouchi, Chiyoda-ku, Tokyo 100-6640 Japan

**URL:**

<http://www.recruit-rgf.com>

**Number of Employees:**

512 as of March 31, 2017

**Number of Group Employees:**

45,688 as of March 31, 2017

**Number of Consolidated Subsidiaries:**

357 as of March 31, 2017

**Capital:**

¥10 billion (since October 15, 2014)

## STOCK INFORMATION

**Stock Code:**

6098

**Stock Exchange Registration:**

Tokyo Stock Exchange 1st Section

**Business Year:**

From April 1 to March 31 of the next year

**Base Date:**

Dividend Payout: Interim dividend record date: September 30

Year-end dividend record date: March 31

Note: With regard to dividend payout, the Company will distribute an interim dividend from fiscal year 2017, and has a policy of distributing a dividend twice a year, based on interim and year-end dividend record dates.

**Number of Shares Constituting One Trading Unit:**

100 shares

**Annual Shareholders' Meeting:**

Every year in June

**Administrator of Shareholder Registry:**

Mitsubishi UFJ Trust and Banking Corporation

**Reporting Method:**

Electronic public notice (Japanese only)

However, in the event we are unable to issue an electronic public notice due to an accident or other unavoidable reasons, such notices will be published in the Nihon Keizai Shimbun (Nikkei).