

## Diversity

At the Recruit Group, one of our Management Philosophies is respect for all individuals. In order to reflect this philosophy, we believe that it is important to first enable our employees reach their full potential regardless of gender. We have been promoting diversity since 2006 with the aim of encouraging the active participation of women, who account for around half of our workforce. Our efforts began by improving the work environment. In 2007, we further established an on-site day-care center within our corporate headquarters building. These and other initiatives focusing on work-life balance were implemented to develop a stable working environment for our employees.

In 2010, we expanded our focus to include initiatives that promote the participation of women in management and corporate decision-making positions. Following the change of our governance structure in October 2012, we have been working to create a culture that promotes diversity in the Recruit Group. Since 2015, we have been implementing a full-scale work style innovation initiative in the aim to support the further growth of each employee regardless of gender and to create new value that arises from such growth.

### Our target for women in corporate decision-making positions

In September 2012, we set a numerical target for the proportion of women in corporate decision-making positions (as Executive Officers or positions with comparable authority) throughout key Recruit Group companies in Japan, aiming for 10% or more by April 2015. This target was achieved in April 2015 and subsequently maintained in April 2017 at 12.8%.

Beginning in 2015, we are also implementing various initiatives across the Recruit Group in order to meet a medium-term target of increasing the proportion of female managers throughout key Recruit Group companies in Japan to 30% or more by April 2018. In April 2017, 27.0% of these positions were held by women.

### Initiatives being implemented across the Recruit Group

\* For more information about the initiatives that Recruit Group companies are undertaking, please visit the Promoting Diversity page on the Recruit Holdings website.

#### Career development training for female employees and their reporting managers

At Recruit, we provide support to female employees who will be potentially experiencing major life events by holding a career development training session for them to identify their strengths and think about their future careers. We also hold a management training session for their reporting managers. Feedback from female participants, such as "I was able to discuss my concerns over my future career," demonstrate the positive impact that this initiative has had in helping women consider their future careers. Similarly, feedback from reporting managers, such as "Everything I learned about communication that taps into female employees' potential was immediately put into practice. The session teaches you about important things in management. Everyone in a management position should take this training session," indicate that this program is promoting management practices that accelerate the growth of our female employees.

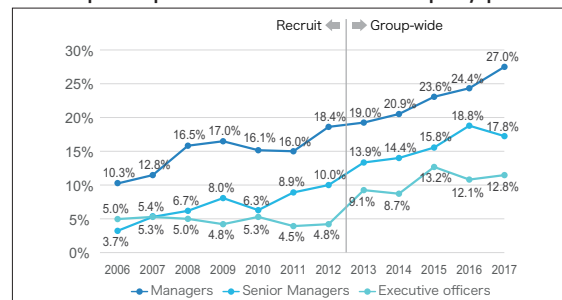


#### Women's Leadership Program – Developing women for senior management roles

The Women's Leadership Program is designed for female candidates for senior management positions. In the half-year vision training, they are encouraged to develop a deeper level of awareness and consciousness of leadership by articulating the vision and goals that they want to achieve and exploring their leadership style. Participants who complete the vision training can see the change in themselves and take a new step into the future.



#### Female participation in the Recruit Group, by position



#### Be a DIVER! project –Promoting greater diversity

Launched in 2016, the Be a DIVER! diversity project serves to foster the individuality of each employee to help them perform to their full potential. Lectures featuring internal and external guest speakers and opportunities for discussion are offered on a wide variety of topics, including not only female participation but also the challenge for men to find a balance between work and parenting responsibilities, LGBT, caring for aging family members, and work styles. In addition to holding the events, reports on the events are also distributed to all employees to raise their awareness and contribute to cultivating a workplace where diverse employees can thrive.



#### And's: Our on-site daycare center

And's, our on-site daycare center, was started in 2008 in the same building as Recruit's headquarters in order to provide employees who wish to develop their career but do not have access to daycare the freedom to return to work after maternity leave. Since the daycare center was opened, the ratio of women returning to work has increased – as of April 2017, 22.7% of our female employees are working mothers. Recruit has also arranged corporate contracts with childcare providers to meet the needs for flexible approaches to parenting support.