

Recruit Holdings

Sustainability Update: Fireside Chat 2024

07.02.2024

*FY stands for "Fiscal Year," which begins on April 1 each year and ends March 31 of the following year.



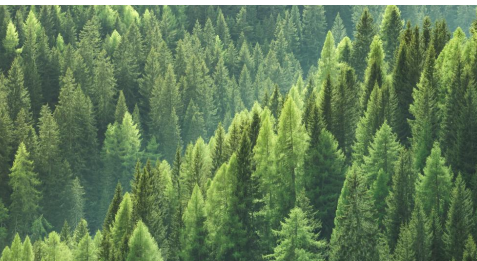
Ayano “Sena” Senaha

Recruit Holdings Co., Ltd.

Director, Executive Vice President
and COO



Our Commitment to Sustainability



E Environmental Climate Action

- 01** Become carbon neutral throughout our business activities by FY2021 and our entire value chain by FY2030²

S Social Social Impact

- 02** Reducing the time it takes to get hired by half by FY2030³
- 03** Help 30 million people facing barriers get hired by FY2030⁴

S Social Our People

- 04** Achieve gender parity across all employee levels by FY2030⁵

G Governance Corporate Governance

- 05** Reach gender parity of the Board of Directors members including Audit & Supervisory Board members by FY2030⁶

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

2 Carbon neutrality includes reducing greenhouse gas (GHG) emissions as well as offsetting the remaining emissions. GHG emissions throughout business activities are the sum of direct emissions from the use of fuels in owned or controlled sources (Scope 1) and indirect emissions from the use of purchased electricity, heat, or steam in owned or controlled sources (Scope 2). GHG emissions from the value chain are indirect emissions other than Scope 1 and 2 (Scope 3). The entire value chain represents the total of Scopes 1, 2 and 3.

3 The period from the time a user starts an active job search on the Indeed job platform to the time the users confirm receipt of a job offer.

4 The initiative as of today includes providing assistance through the Company's online job platform, and through partnerships with NPOs and other organizations with whom the Company collaborates. The Company may also aim to reduce other various barriers, including newly emerging issues in the labor market by FY2030.

5 All employee levels refer to the following three groups including all employees, managerial positions, and senior executives. Senior executive positions are defined as Senior Vice Presidents and Corporate Officers of Recruit Holdings and Matching & Solutions Strategic Business Unit (SBU), and CEOs of the Company's major subsidiaries and heads of key functions in the HR Technology and Staffing SBUs. Figures for managerial positions and employees are calculated from Recruit Holdings, SBU Headquarters, and primary operating companies of each SBU. Managerial positions mean all of those that have subordinate employees.

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

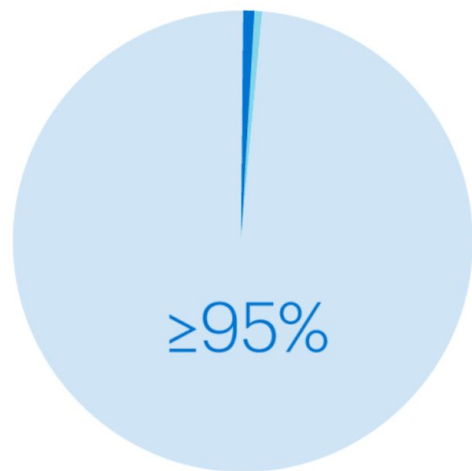
Achieved Carbon Neutrality throughout Our Business Activities in FY2023¹



¹ GHG emissions throughout our business activities are the sum of direct emissions from the use of fuels in owned or controlled sources and are referred to as Scope 1. Indirect emissions from the use of purchased electricity, heat, or steam in owned or controlled sources are referred to as Scope 2. GHG emissions from the value chain are referred to as Scope 3, and comprise indirect emissions other than Scope 1 and 2. The entire value chain represents the sum of Scopes 1, 2 and 3 GHG emissions. The Company aims to achieve carbon neutrality upon completion of the following steps: measurement of GHG emissions, obtaining an accredited third-party assurance on the amount of GHG emissions, and offsetting of those emissions.

Targeting a Reduction in Scope 3 Emissions, Which Represent Over 95% of Our GHG Output

Breakdown of GHG emissions in FY2022



Scope 1

GHG emissions from gas usage at our own offices



Scope 2

GHG emissions from electricity usage, etc., at our own offices



Scope 3

GHG emissions across the entire value chain, including our partners

¹ GHG emissions throughout our business activities are the sum of direct emissions from the use of fuels in owned or controlled sources and are referred to as Scope 1. Indirect emissions from the use of purchased electricity, heat, or steam in owned or controlled sources are referred to as Scope 2. GHG emissions from the value chain are referred to as Scope 3, and comprise indirect emissions other than Scope 1 and 2. The entire value chain represents the sum of Scopes 1, 2 and 3 GHG emissions. The Company aims to achieve carbon neutrality upon completion of the following steps: measurement of GHG emissions, obtaining an accredited third-party assurance on the amount of GHG emissions, and offsetting of those emissions.

Recruit Holdings Recognized by CDP as a Climate Change “A-Lister”



1 CDP is a British charity-controlled non-governmental organization (NGO) established in 2000. It owns one of the world's largest environmental databases, working with over 746 investors with over 130 trillion US dollars in assets to disclose the environmental impact of companies.



**02 Reducing the Time It Takes
to Get Hired by Half¹
by FY2030**

**03 Help 30 million²
People Facing Barriers Get Hired
by FY2030**

¹ The period from the time a user starts an active job search on the Indeed job platform to the time the user confirms receipt of a job offer.

² The initiative as of today includes providing assistance through the Company's online job platform, and through partnerships with NPOs and other organizations with whom the Company collaborates. The Company may also aim to reduce other various barriers, including newly emerging issues in the labor market by FY2030.

³ The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.

02

Reducing the Time it Takes to Get Hired

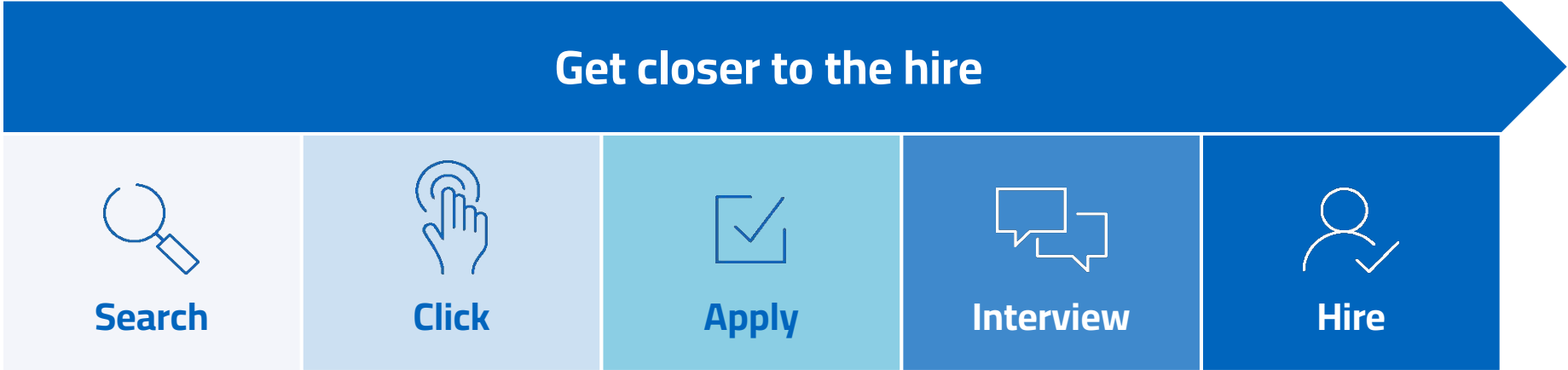
by **Half**¹

🕒 by FY2030



¹ The period from the time a user starts an active job search on the Indeed job platform to the time the user confirms receipt of a job offer. The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.

Reducing the Time it Takes to Get Hired by Half by FY2030¹



¹ The period from the time a user starts an active job search on the Indeed job platform to the time the user confirms receipt of a job offer. The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.


03

Help 30 million People Facing Barriers Get Hired ⌚ by FY2030



¹ The initiative as of today includes providing assistance through the Company's online job platform, and through partnerships with NPOs and other organizations with whom the Company collaborate. The Company may also aim to reduce other various barriers, including newly emerging issues in the labor market by FY2030.

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**Some issues simply cannot
be solved by improving the
accuracy and efficiency of
matching alone.**

Identified Common Barriers



Education



Accessibility



**Work
Essentials¹**



**Military
Experienced²**



**Criminal
Records³**

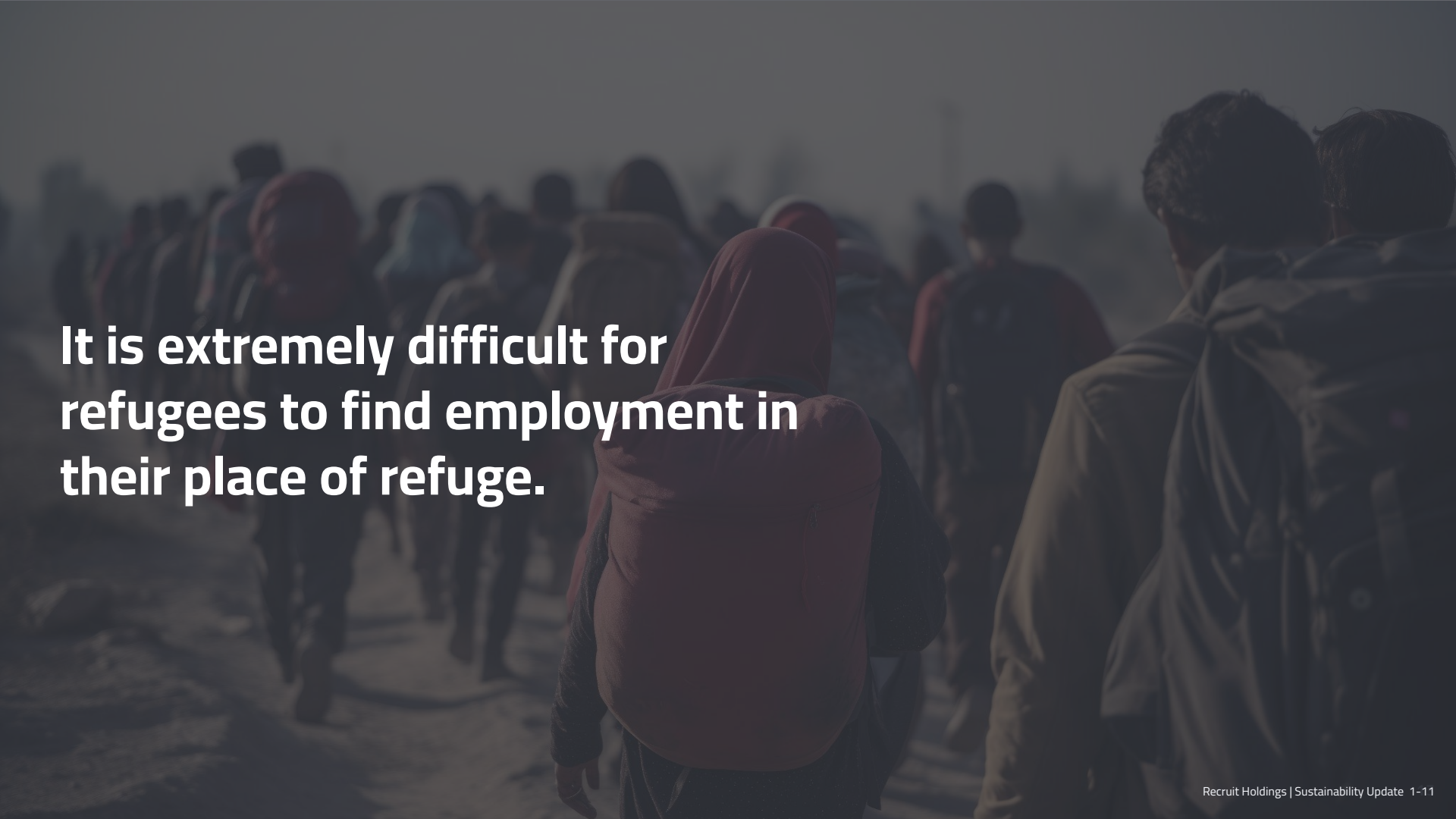


**Refugee
Backgrounds**

¹ This indicates barriers that hinder job hunting, such as being unable to connect to the Internet, access to a job platform, and/or lack of transportation to interviews and work.

² A U.S. Chamber of Commerce Foundation study from 2016 found that 53% of veterans are unemployed for four months or longer after leaving the military. Veterans who are looking for a new opportunity or transitioning from service to civilian life may have difficulty matching their skills and experience to the job market.

³ In the United States, approximately 70 million people (source: The Sentencing Project) have a criminal record, and the unemployment rate of job seekers with a criminal record is approximately five times higher than the US average (source: Prison Policy Initiative).

A group of refugees, including men, women, and children, are walking away from the camera in a dusty, hazy environment. The image is dimly lit, with a focus on the silhouettes and movement of the group. The text is overlaid on the left side of the image.

**It is extremely difficult for
refugees to find employment in
their place of refuge.**

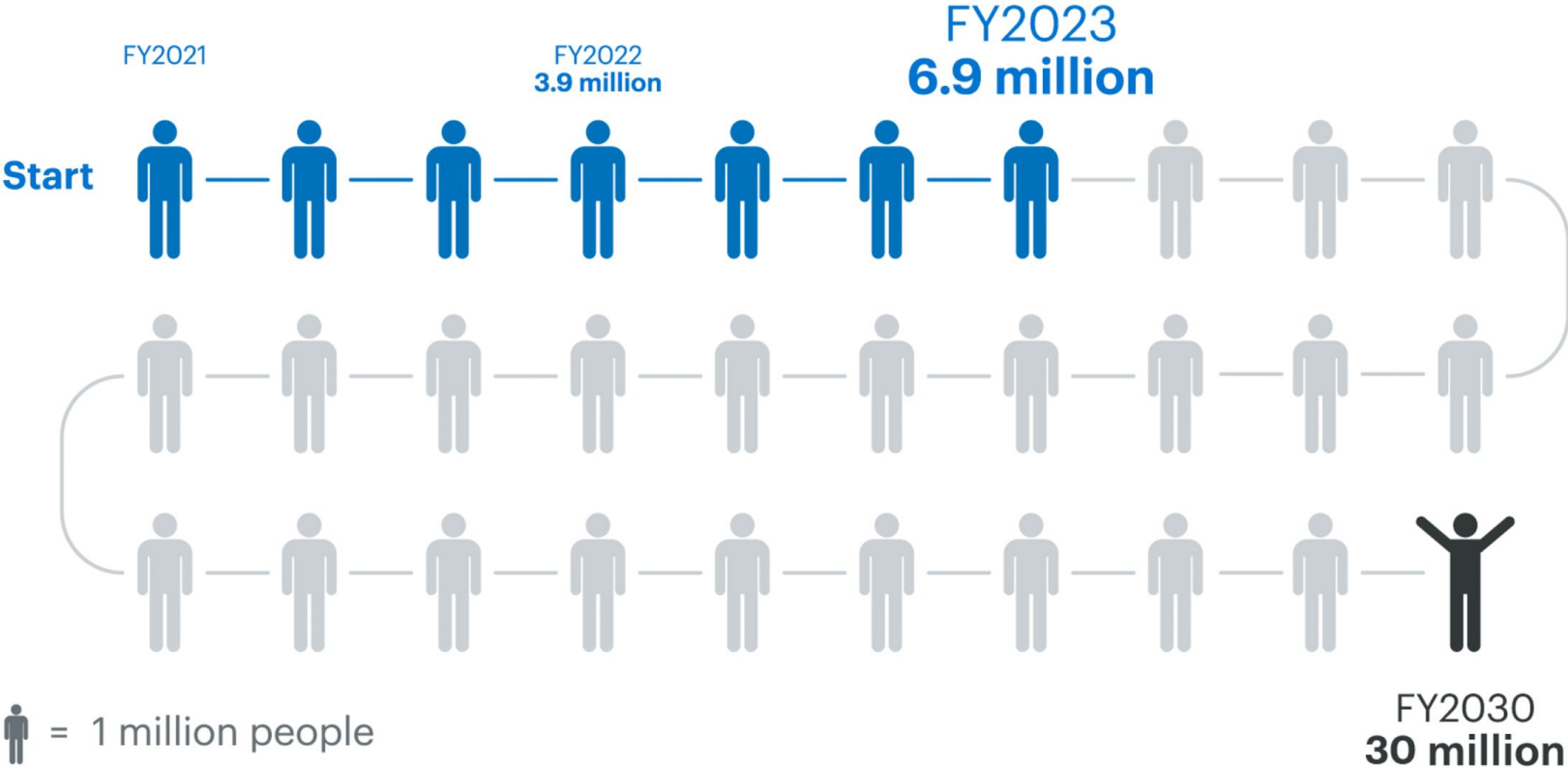
Contributing to the Rebuilding of Lives through Job Search Support at Places of Refuge



In Partnership with NGOs and Public Sector Companies



Helped 6.9 million Job Seekers Facing Barriers



1 Represents number of hires made on Indeed reported from both job seeker and employer sources through our Hired Signal measurement, from May 1, 2021 - March 31, 2024 globally for job seekers who faced at least one of the following barriers: education, criminal record, military experience, disability or lack of essential resources such as a computer or internet access.

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

04 05

Representation of Women¹
Approximately

50%

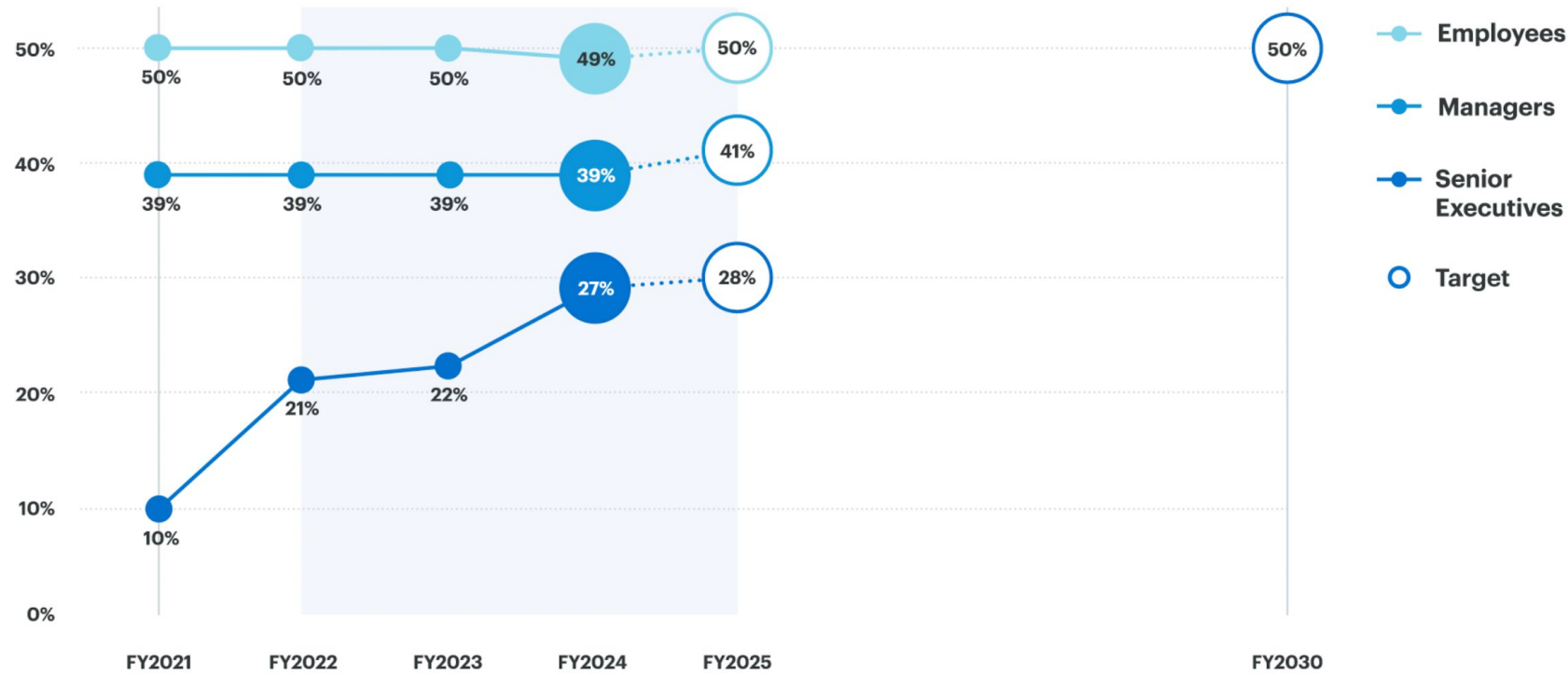
🕒 by FY2030



¹ This represents the percentage of women in the Board of Directors members, senior management, managers, and employees. Senior executive positions are defined as Senior Vice Presidents and Corporate Officers of Recruit Holdings and Matching & Solutions SBU, and CEOs of the Company's major subsidiaries and heads of key functions in the HR Technology and Staffing SBUs. Figures for managerial positions and employees are calculated from Recruit Holdings, SBU Headquarters, and primary operating companies of each SBU. "Managerial positions" mean all of those that have subordinate employees. The Board of Directors members are defined as Directors of the Board and Audit & Supervisory Board members.

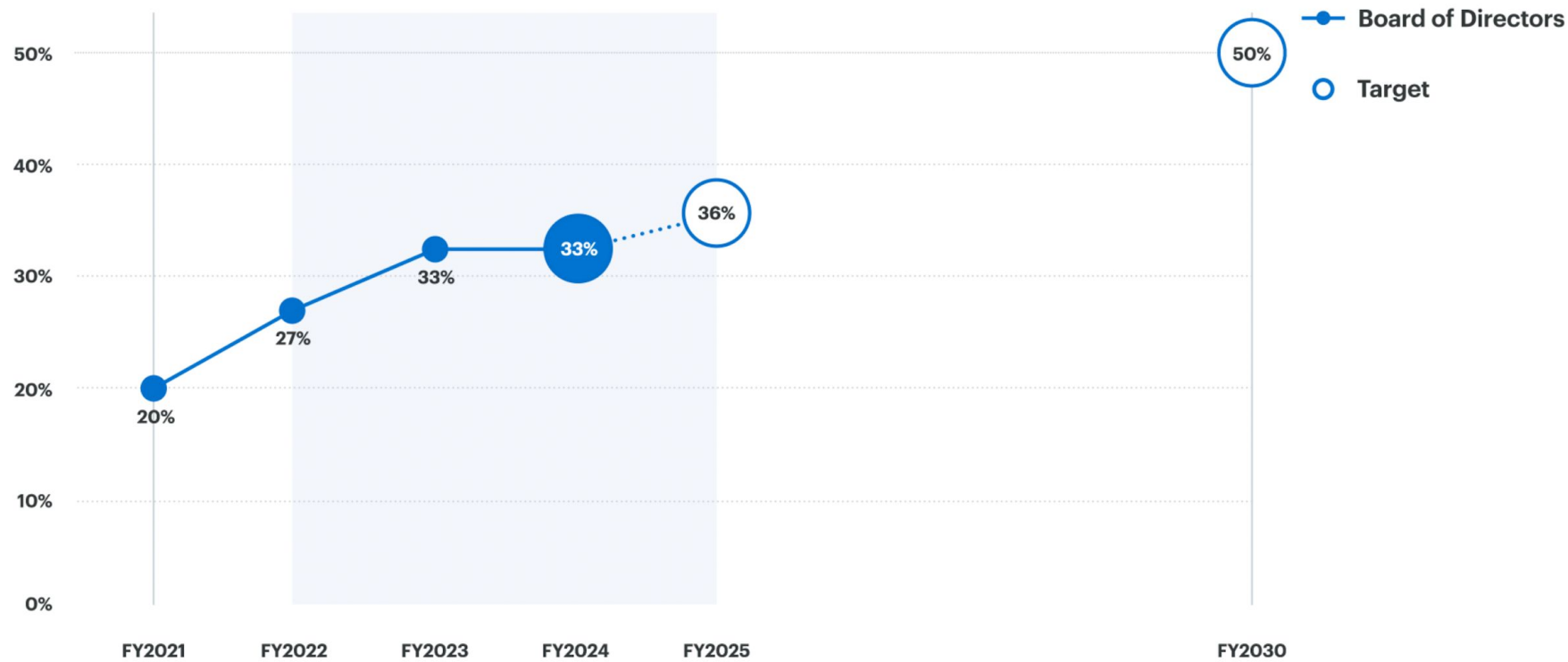
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Accelerating Efforts to Achieve our Three-Year Women Representation Target



1 The women representation target for employees is based on the results from April 1, 2022 to April 1, 2025.
2 FY2025 represents the numerical target set as a milestone for achieving the goals of FY2030 within the three-year target period.

Female Representation on the Board of Directors Increased to 33%¹



¹ The Board of Directors members are defined as directors and Audit and Supervisory Board members.
² FY2025 represents the numerical target set as a milestone for achieving the goals of FY2030 within the three-year target period.

**Responsible
AI**

**Sustainability
Disclosure Regulations**

Chris Hyams

CEO

Indeed





**We help
people
get
jobs.TM**





Search

Click

Apply

Interview

Hire



Shorten job search by

50%

by

2030

**Speed to respond
leads to more hires**

Outreach within
4 hours

95%
more likely to lead to a hire

Source: Indeed data (worldwide)

A dark blue world map serves as the background for the slide. The continents are outlined in a slightly lighter shade of blue. Overlaid on the map is a large white percentage and a teal text box.

40%

of households would fall below the poverty line if they went without income for **3 months** or more

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

Job Search Duration and Time to Hire

Job Seeker Journey

Search

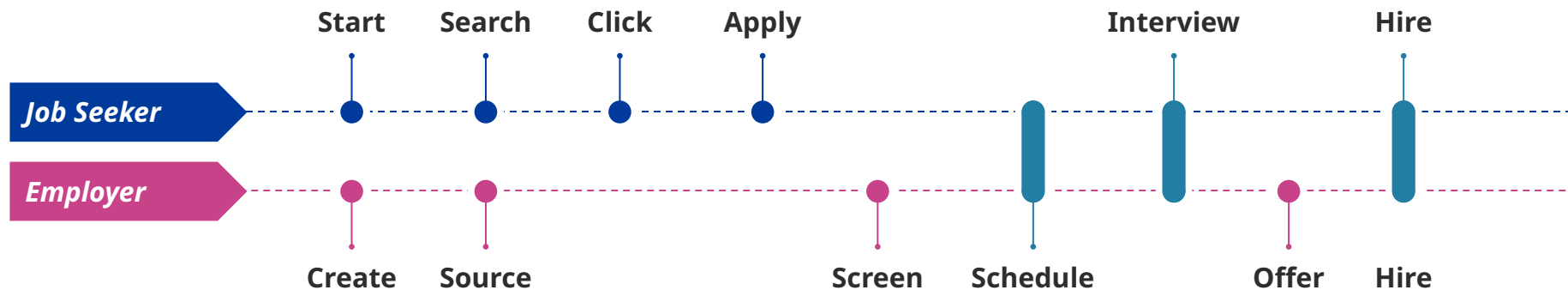
Click

Apply

Interview

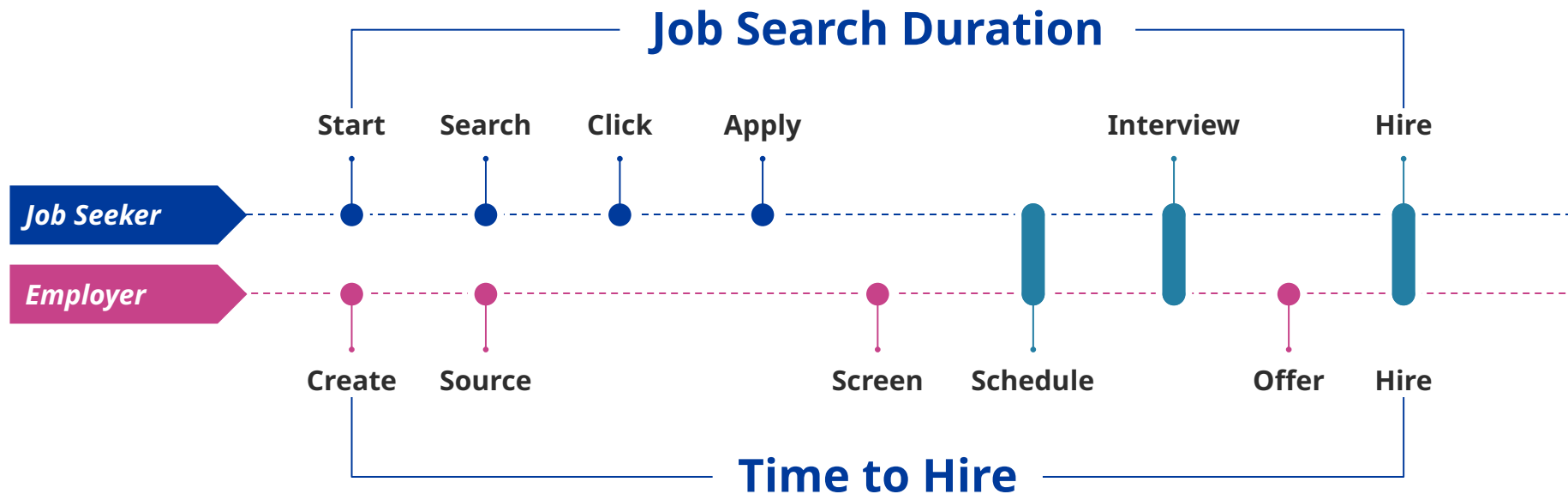
Hire

Job Seeker and Employer Journeys



● Job Seeker milestones ● Employer milestones ● Both Job Seeker and Employer

Job Seeker and Employer Journeys



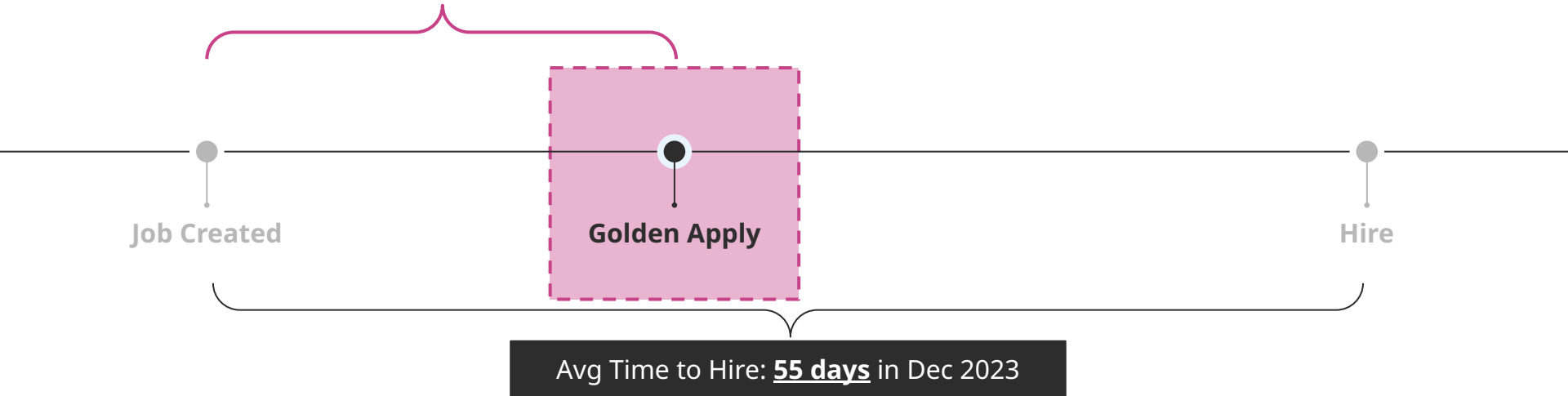
- Job Seeker milestones
- Employer milestones
- Both Job Seeker and Employer

Time to Hire **Strategy Overview**

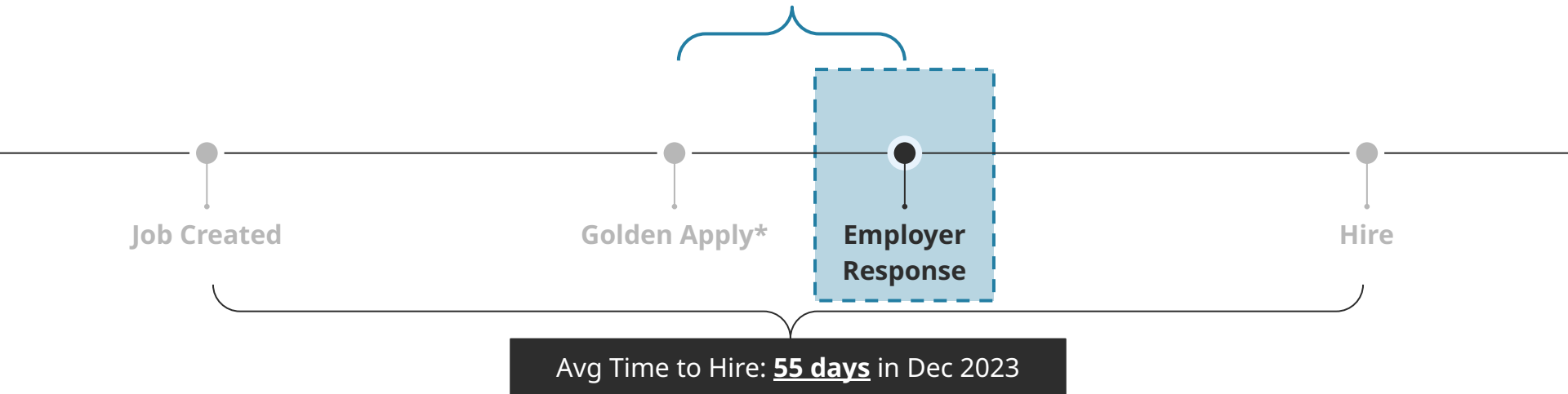
How will we reduce time to hire?



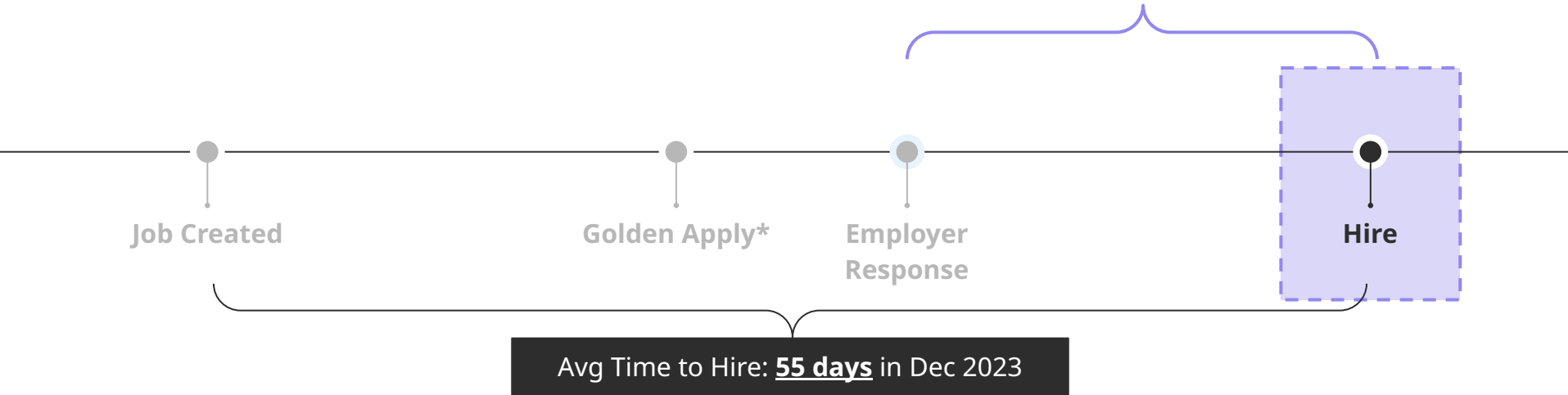
We call the candidate who is hired for a job the **“golden candidate”**
Their application is the **“golden apply”**.



How long does it takes the employer to respond after the golden candidate applies to the job?

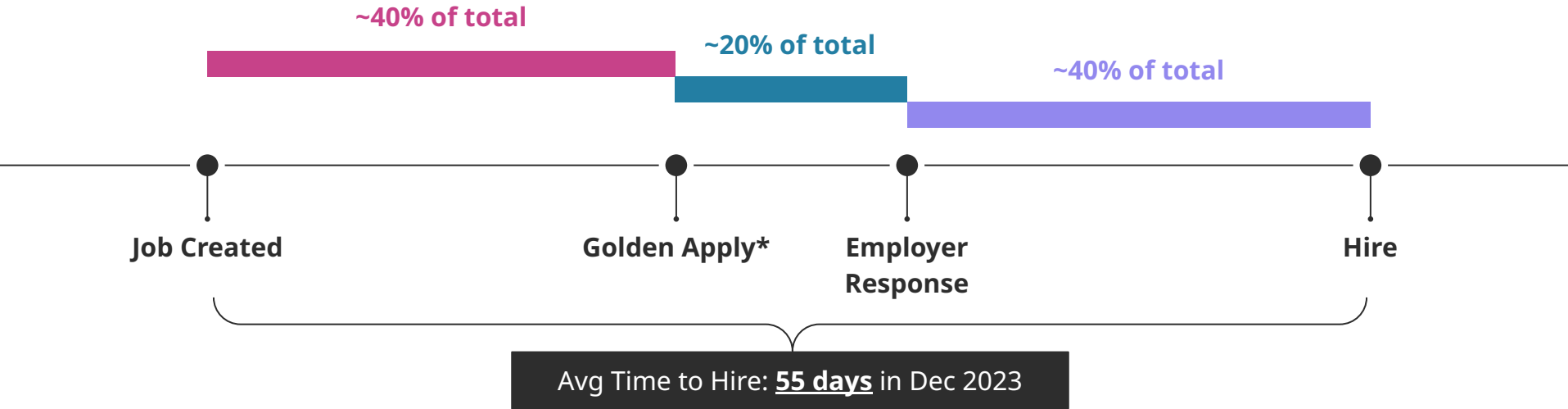


How long does it takes the employer to respond after the golden candidate applies to the job?



Breaking this down, the time to hire is split across three distinct steps.

We must improve across *all* of these steps to reduce time to hire and job search duration



**For each step of the hiring journey,
we will focus on specific initiatives
to reduce overall time to hire.**

Step 01

Job Created →
Golden Apply

Step 02

Golden Apply →
Employer Response

Step 03


Employer Response →
Hire


Job Created → Golden Apply

Strategy:
Improve matching


With Indeed's **Smart Sourcing** subscription, employers can immediately see and connect with **Matched Candidates** after posting a job

Candidates All candidates **Matched candidates**

Customer Service Specialist 
Austin, TX 78759

100+ matches to invite  **Edit invitation**

Austin, TX **Within 40 miles** **Licenses/Certifications 1** **Skills/Experience** **Education**

Ellen L. – Austin, TX 


Active today

Experience
Office Manager/Administrative Assistant
Bradley Sons and Associates 2019 - Present
Staff Accountant
Microsoft 2018

Education
Bachelor of Science

Skills
Accounting, Customer service, Leadership, Cash handling, Telemarketing, EHR systems

Credentials
Notary public, CPR certified


Naveen H. – Austin, TX 

Active today

Experience
Sales Consultant
Sprint 2019 - Present
Customer Service Representative
HERTZ Rental 2018

Education
Bachelor of Science

Skills
Accounting, Leadership, Cash handling, Telemarketing, EHR systems

Christopher G. 


Active today

Experience
Customer Service Representative
Hardware Retailers
Technical Support Representative
America's Tires

Education
High School Diploma

Skills
Customer service, Microsoft Office





Credentials
High School Diploma

Smart Message **Beta** 




To: Sofia Mackersey
From: Roberta Morris
Subject: Wavewood might have a job for you!

Message
Send a note to the candidate. Use generative AI to assist you in crafting a personalized outreach message. You are solely responsible for the content.

Hi Sofia,


I hope this email finds you well! My name is Roberta Morris and I'm a recruiter at Wavewood Healthcare. I recently came across your resume and noticed your [Shorten](#)  **Elaborate** **More Formal** **More Casual** **List Bullets**  **Shorten**  **Elaborate** **More Formal** **More Casual** **List Bullets** 


We currently have a **Registered Nurse** position at Wavewood. As a **Registered Nurse** at Wavewood, you will have the opportunity to apply your skills in a **Registered Nurse** role.

 **Regenerate**  


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HERTZ Rental 2018

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Bachelor of Science

Skills

Accounting, Leadership, Cash handling, Telemarketing, EHR systems

Christopher G.

Active today

Experience

Customer Service Representative
Hardware Retailers

Technical Support Representative
America's Tires

Education

High School Diploma

Skills

Customer service, Microsoft Office

Credentials

High School Diploma

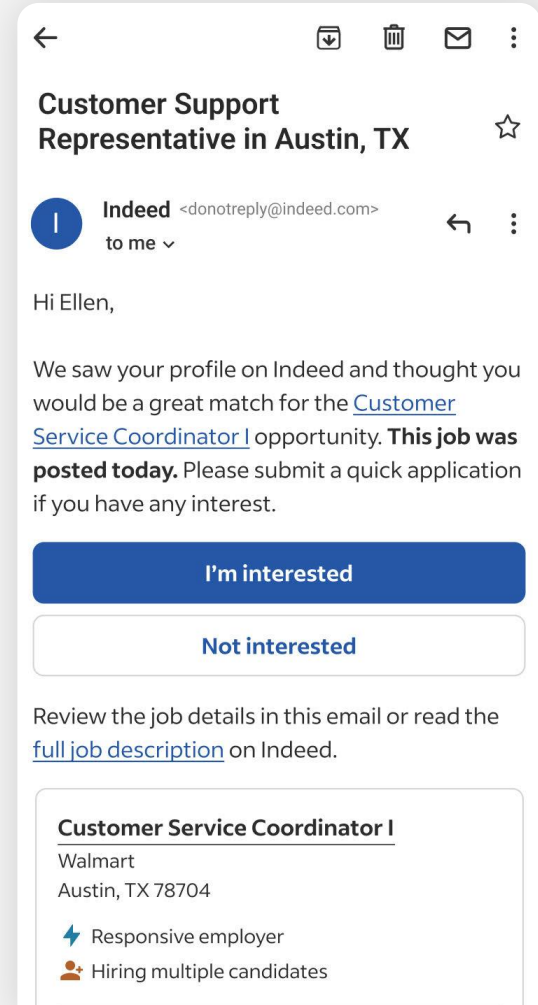
Matched candidates employers
invite to apply are
17X more likely
to apply than job seekers who
only see it in search¹

Median job seeker
response time:
<5 hours²

Source: ¹ Indeed data (US), August 2023;

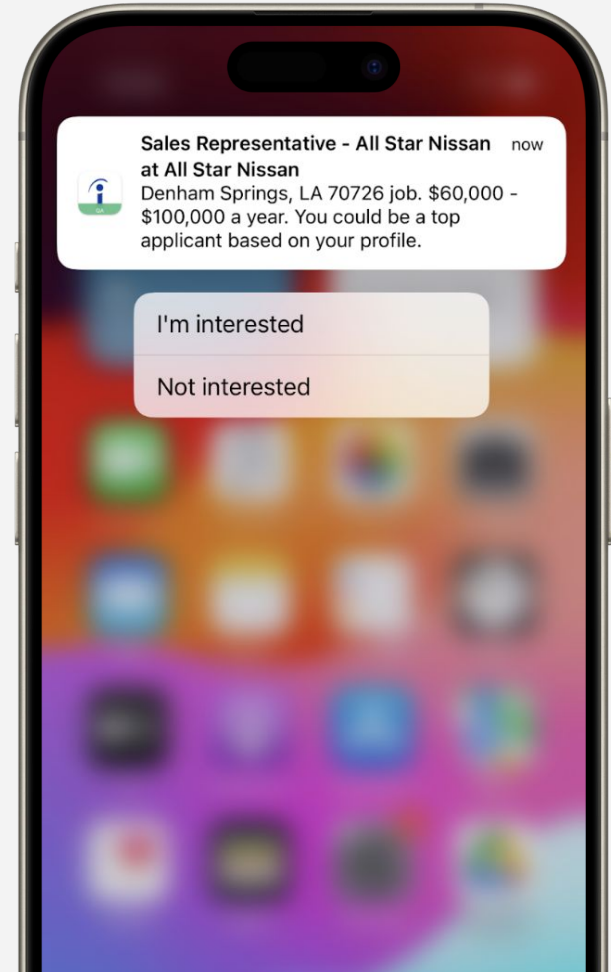
² Indeed data (worldwide)

To improve connections, we will
notify job seekers and
employers of hiring activity
when they are most active



We will target **high-quality matches** to our **highest-engagement channels**.

Job recommendations sent via push notifications are **most likely** to result in an application.



Golden Apply → Employer Response

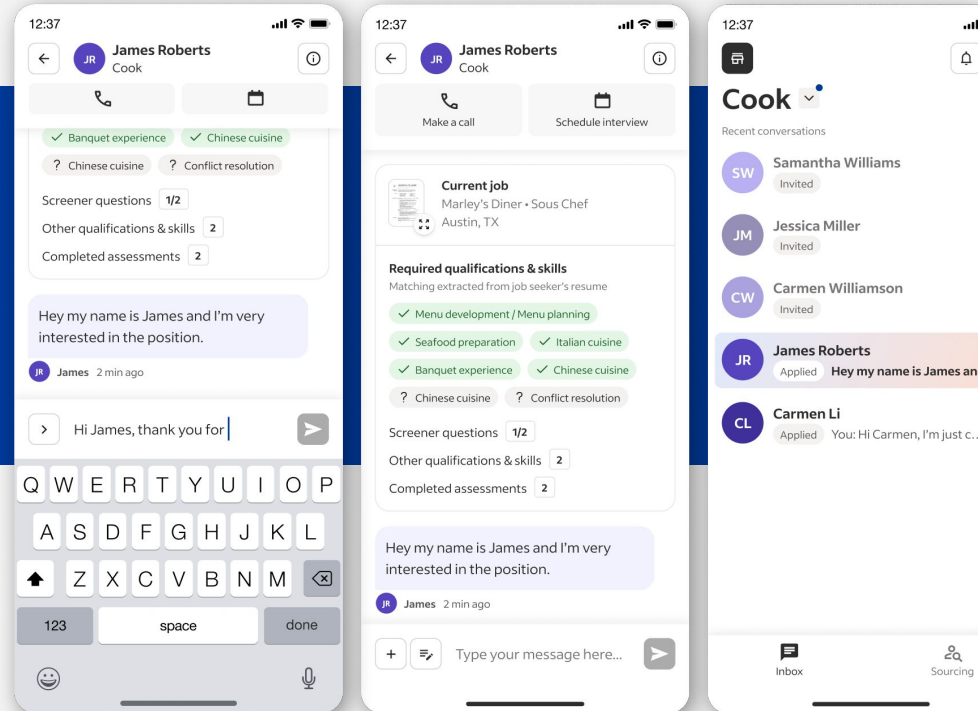
Strategies:
Messaging and
employer engagement

Greater adoption of Indeed's mobile app for employers will improve response time to qualified candidates

Employers receiving push notifications connect with job seekers

20% faster

Source: Indeed data (worldwide)



Messaging will become more intuitive, and will support multi-channel outreach to job seekers (email, push, SMS)

The screenshot displays a job application profile for Janett Smith, a Customer Service Representative in Austin, TX. The interface includes a top navigation bar with buttons for 'Invite to interview', 'Message', and 'Call'. Below this, the profile summary shows 'Matching Qualifications' for Customer Service, Spanish, and Call Center roles. The 'Applicant Questions' section indicates that 2 of 3 requirements are met at the time of application. The questions are: 'How many years of Customer Service Experience do you have?' (answered 6 years, requirement 2 years) and 'How many years of Spanish experience do you have?' (answered 2 years, requirement 2 years). A 'Resume' section is also visible at the bottom.

Janett Smith
Customer Service Representative
jsmith23434@indeed.com • Austin, TX
Applied to Customer Service Representative - Remote

Summary

- ✓ **Matching Qualifications**
Customer Service, Spanish
- ⚙ **Unknown Qualifications**
Call Center

Applicant Questions 2 of 3 requirements met at time of appli

How many years of Customer Service Experience do you have?
✓ 6 Your requirement: 2 years

How many years of Spanish experience do you have?
✓ 2 Your requirement: 2 years

Resume Download

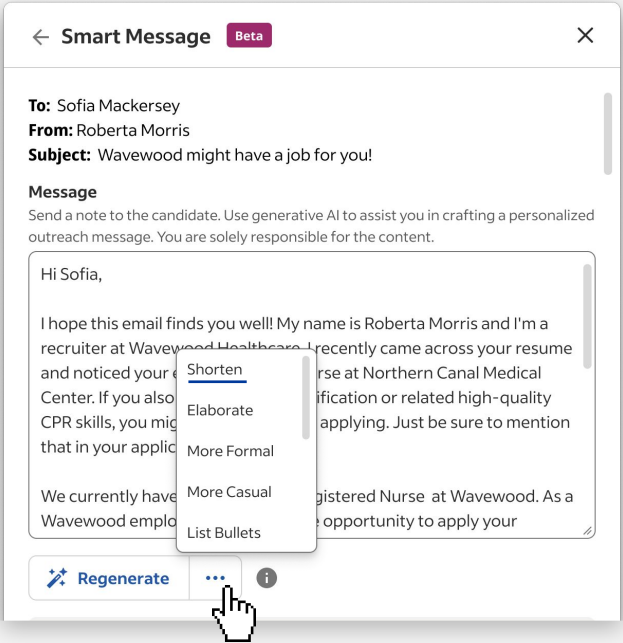
Janett Smith
Washington, DC

<2 hours
job seeker response time

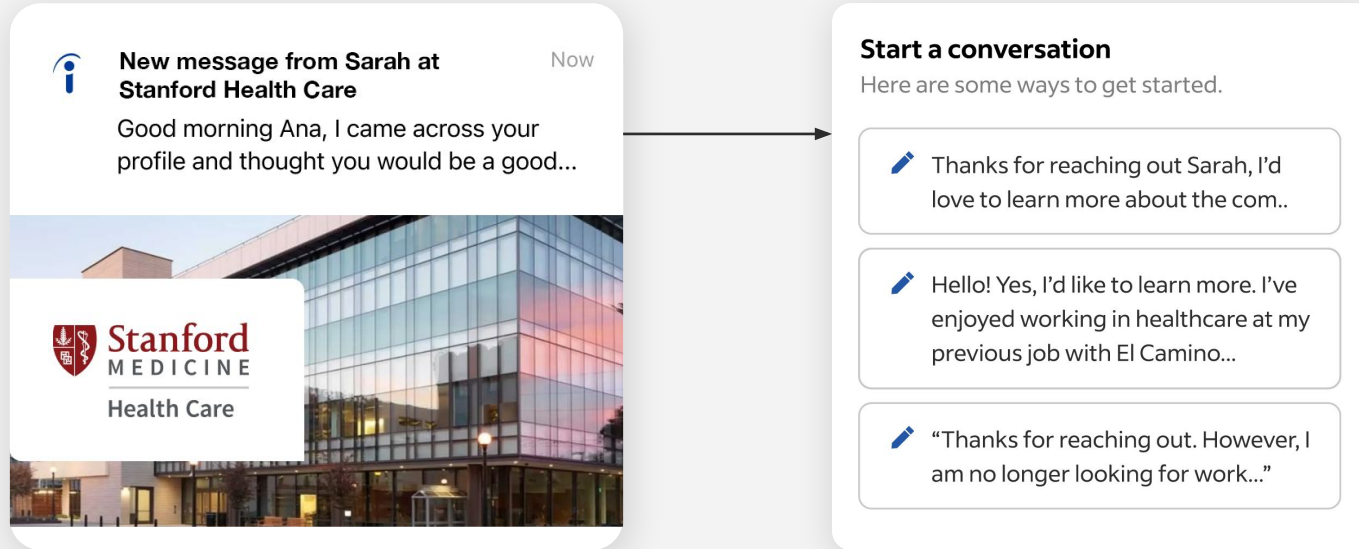
Source: Median job seeker response time,
Indeed data (worldwide)

Smart Messages leverage GenAI to help make contacting qualified candidates faster and easier for employers

Smart Messages



AI prompts in messaging also help job seekers quickly respond to employers



Employer Response → Hire

Strategies:

Hiring automation and
ATS interoperability

Indeed Apply allows job seekers to apply to jobs without leaving Indeed

Barista job on
career site



8 minutes

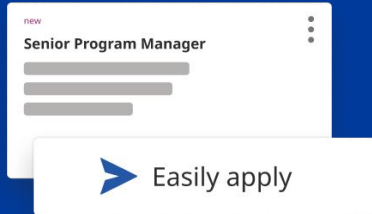
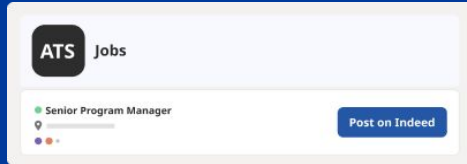
Barista job with
Indeed Apply



20 seconds

24X
faster

With the Indeed Apply Sync API, every job can support simple & fast applications

A screenshot of an ATS (Applicant Tracking System) interface showing a list of candidates. The table has columns for 'Source' and 'Indeed'. The first two rows show 'Indeed' as the source.

	Source
1	Indeed
2	Indeed

- Syncs jobs from ATS → Indeed, including screener and EEO¹ questions
- Simplifies job application experience for indexed jobs
- Syncs completed applications from Indeed → ATS

300+
applicant tracking systems

¹ Equal Employment Opportunity

Interview scheduling reduces time-to-hire

Indeed's scheduling capabilities support phone, video, and in-person interviews

Schedule with David Altuve

Duration *

30 min

Format *

Video

Phone

In-person

☒ Indeed video call Recommended

No need to download software or import your own links. We'll send a video link to you and your candidate when the interview is confirmed.

☐ Third-party video conferencing

Message to David Altuve

Add hiring team members

Enter emails separated by a comma.

Share your availability

Select a specific time

Add or remove time slots to indicate when you are available for calls. These time slots will be shared with all candidates and they can be updated at any time.

You are sharing 15 time slots for candidates to choose from

Edit availability

< >

September 17 – 23, 2023

SUN	MON	TUE	WED	THU	FRI
17	18	19	20	21	22
8 AM					
9 AM					
10 AM					
11 AM					
12 PM					
1 PM					
2 PM					

Cancel

Send interview

indeed

heart

chat

bell

menu

My jobs

≡

Saved 21

Applied 32

Interviews 2

A

Upcoming interviews

🕒 Interview starts in 4 hours

⋮

Thursday, Aug 12

Administrative Assistant

Wavewood Retail 4.2 ★

Oakland, CA 94612


🕒 10:00 AM - 10:30 AM PT

📺 Video interview on Indeed

Join interview

Reschedule

Cancel



Employers can set up
straightforward automations
on their jobs to better
connect with candidates

The screenshot displays the Indeed Automations page. At the top, the navigation bar includes the Indeed logo, user profile (Champion Solutions), and various tool links. The main header for 'Automations' states 'Save time and make your hiring process more efficient' with an illustration of a person at a desk. Below this, the 'My automations' section features a dropdown menu set to 'All jobs' and two active automations: 'Message new candidates' for 'Graphic Designer in Remote' and 'Message quality candidates' for 'District Strategist in Cleveland, OH'. Both are set to 'On' and trigger a message when a candidate applies or meets requirements. The 'Automation library' section offers pre-built templates for 'Message new candidates', 'Message quality candidates', 'Message shortlisted candidates', and 'Message rejected candidates', each with a 'Set up' button.

indeed.com

indeed

Tools Overview Automations Help Center Text to apply Lead with Indeed Employer products Contact us

Champion Solutions
Owner: alisapazos@wawewood.com

jSmith23434@wawewood.com

Automations

Save time and make your hiring process more efficient

My automations

All jobs

Message new candidates

Graphic Designer in Remote

When anyone applies to my job

Send them a message

On

Message quality candidates

District Strategist in Cleveland, OH

When someone's application meets my job requirements

Send them a message

On

Automation library

Choose an automation from the library to get started. [Learn more](#)

Message new candidates

Set up an automated message for everyone who applies.

When anyone applies to my job

Send them a message

Set up

Message quality candidates

Set up an automated message for candidates whose applications meet your job requirements.

When someone's application meets my job requirements

Send them a message

Set up

Message shortlisted candidates

Set up an automated message for candidates you add to your shortlist.

Message rejected candidates

Set up an automated message for people you reject.

2-32

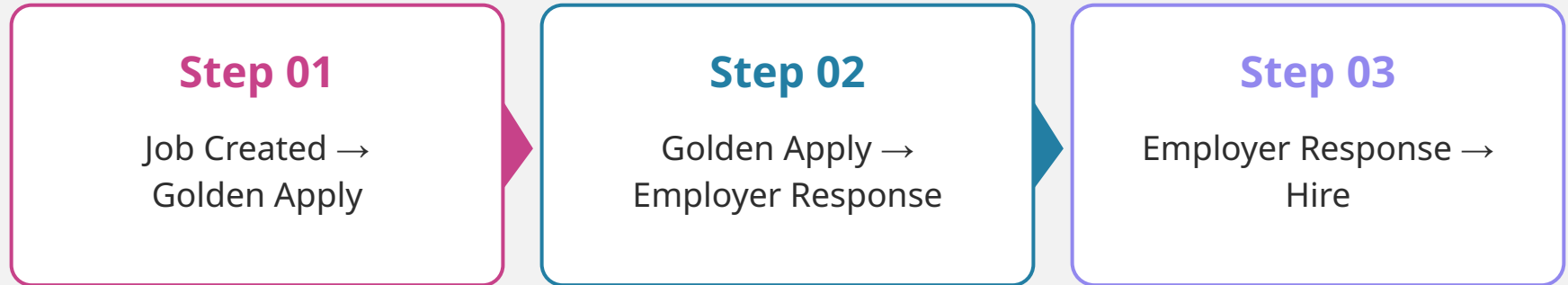
Challenges of reducing Time to Hire

Improving time to hire is about **changing behavior** for both employers and job seekers



Our ambitious goal is to reduce job search duration by 50% by 2030.

With our data and technology we believe we can make significant improvements through the entire hiring process.



LaFawn Davis

Chief People &
Sustainability Officer
Indeed



We help all people get jobs.

Our hiring solutions
powered by AI and
automation will make
hiring **simpler** and **faster**



- ➡ **Build the team**
- ➡ **Build the tools**
- ➡ **Build for humans**

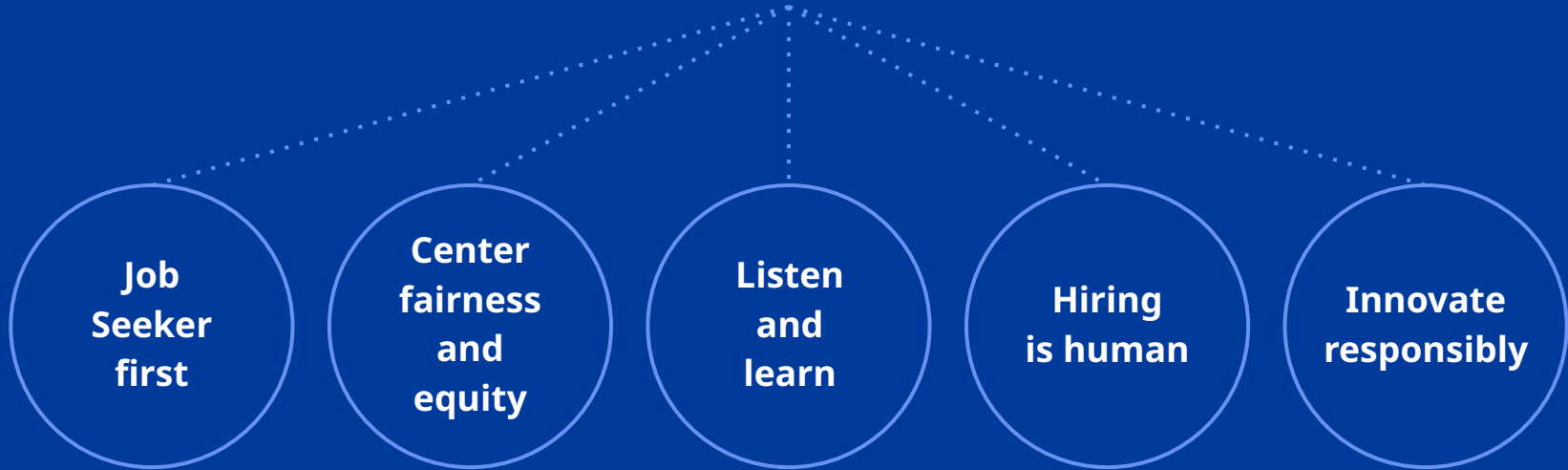


**Fairness
comes first**



Fairness comes first

Indeed's AI principles



Recruit Holdings

Sustainability Update: Fireside Chat 2024

07.02.2024 16:00-

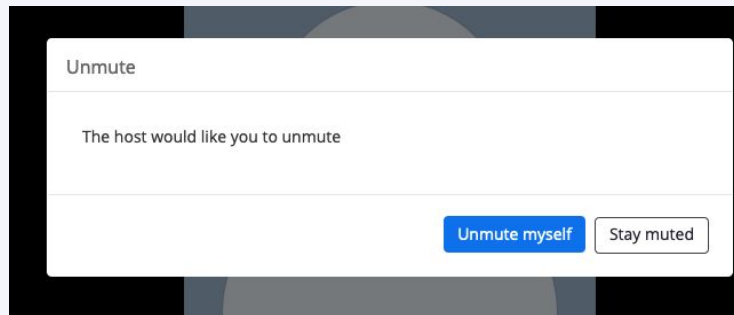
Q&A: For those participating via live streaming from our web page

Access Our Google Form from the following
URL / QR code and submit your question.
When answering, name/company name will not be disclosed.



<https://forms.gle/i7uuchVwzDWeSgzk6>

**Please press the "raise hand" button if you wish to ask a question.
Use your device's microphone when you speak.**



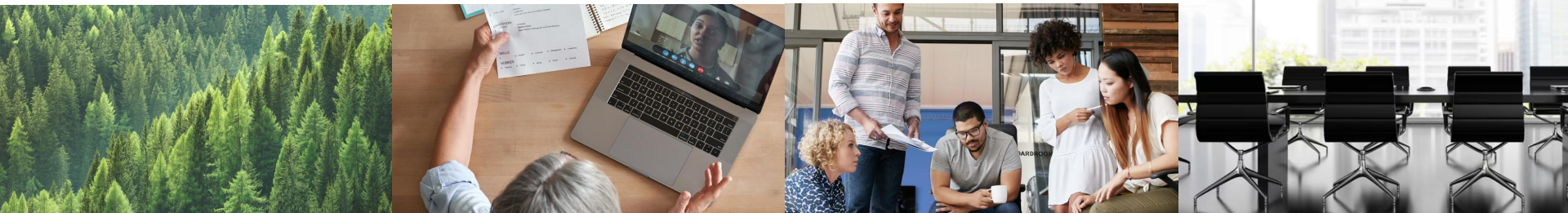
How to request your question be taken

- The MC will ask you to press the "raise hand" button.
- If you would like to ask a question, please press the "raise hand" button at the bottom of the screen.
- If you are logged in from multiple devices, please "raise hand" from one of them.

How to ask your question

- The MC will call out your name in turn.
- If your name is called, a message to "unmute" your microphone will appear on your screen. Please click "unmute myself" to speak.
- After unmuting, please ask your question.
- We will accept one questions at a time.

Our Commitment to Sustainability



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- 05** Reach gender parity of the Board of Directors members including Audit & Supervisory Board members by FY2030⁶

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

2 Carbon neutrality includes reducing greenhouse gas (GHG) emissions as well as offsetting the remaining emissions. GHG emissions throughout business activities are the sum of direct emissions from the use of fuels in owned or controlled sources (Scope 1) and indirect emissions from the use of purchased electricity, heat, or steam in owned or controlled sources (Scope 2). GHG emissions from the value chain are indirect emissions other than Scope 1 and 2 (Scope 3). The entire value chain represents the total of Scopes 1, 2 and 3.

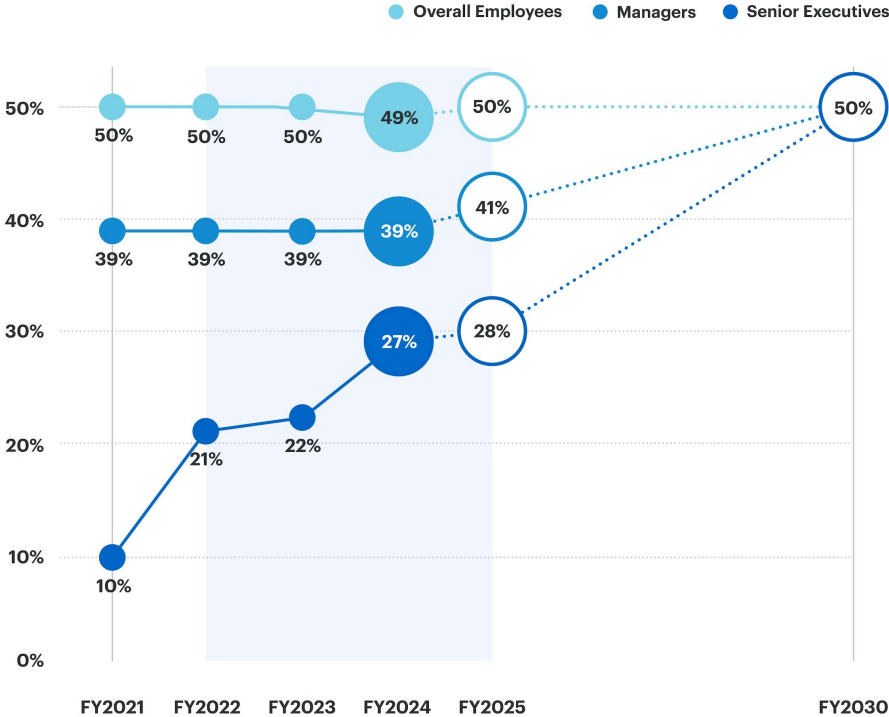
3 The period from the time a user starts an active job search on the Indeed job platform to the time the users confirm receipt of a job offer.

4 The initiative as of today includes providing assistance through the Company's online job platform, and through partnerships with NPOs and other organizations with whom the Company collaborates. The Company may also aim to reduce other various barriers, including newly emerging issues in the labor market by FY2030.

5 All employee levels refer to the following three groups including all employees, managerial positions, and senior executives. Senior executive positions are defined as Senior Vice Presidents and Corporate Officers of Recruit Holdings and Matching & Solutions Strategic Business Unit (SBU), and CEOs of the Company's major subsidiaries and heads of key functions in the HR Technology and Staffing SBUs. Figures for managerial positions and employees are calculated from Recruit Holdings, SBU Headquarters, and primary operating companies of each SBU. Managerial positions mean all of those that have subordinate employees.

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

Women Representation (%) by Level at Recruit Group

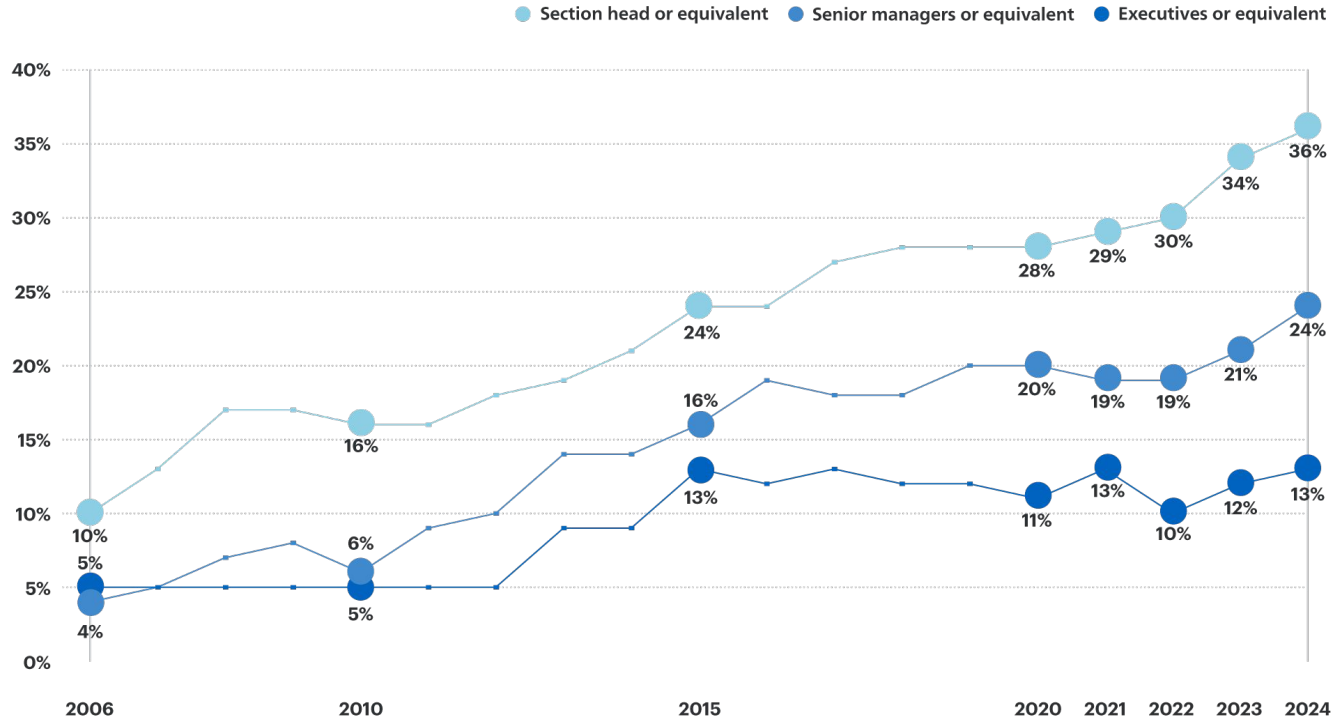


1 Senior executive positions are defined as Senior Vice Presidents and Corporate Officers of Recruit Holdings and Matching & Solutions SBU, and CEOs of the Company's major subsidiaries and heads of key functions in the HR Technology and Staffing SBUs. Figures for managerial positions and employees are calculated from Recruit Holdings, SBU Headquarters and the primary operating companies of each SBU. Managerial positions mean those that have subordinate employees.

2 The women representation target for employees is based on the results from April 1, 2022 to April 1, 2025.

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Women Representation (%) by Level at Recruit Co., Ltd.



*Data source: Recruit Co., Ltd. alone (2006-2012), all domestic companies (2013-2021), Recruit Co., Ltd. alone at April (2022~).

*Companies included by name by year:

[From fiscal year 2022] Recruit Co., Ltd.

[For fiscal year 2021] Four domestic group companies (Recruit Holdings, Recruit Co., Ltd., Staff Service Holdings, Recruit Staffing)

[For fiscal year 2020] Ten domestic group companies (Recruit Holdings, Recruit Career, Recruit Jobs, Staff Service Holdings, Recruit Staffing, Recruit Sumai Company, Recruit Marketing Partners, Recruit Lifestyle, Recruit, Recruit Technologies)

[For fiscal years 2013-2019] Eleven domestic group companies (the above ten companies and Recruit Communications)

[Before fiscal year 2012] Recruit Co., Ltd.

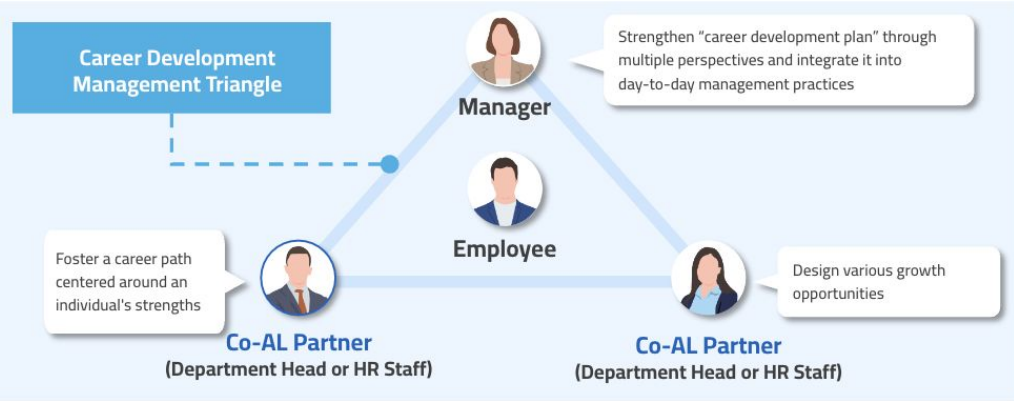
*Executive officers and equivalent refers to executive officers or higher at Recruit Co., Ltd. until 2012, executive officers or those holding equivalent authority at domestic group companies from 2013 onwards, and executive officers or equivalent at Recruit Co., Ltd. from 2022 onwards.

Standard Career Building Program



Understanding of individuals through daily management, and build a career building plan based on the organization mission, and experiences and insights of their supervisor.

Recruit's Career Building Program

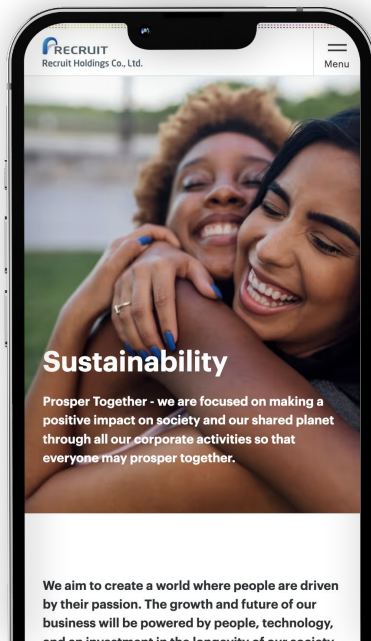


- Three personnel support employee's career building: a Manager and two Co-AL Partners
- Understanding people from multiple perspectives beyond the boundaries of the organization they belong to and formulating a plan for their career development

Information about Our ESG Initiatives can be found on Our Website and LinkedIn Account

Website / Sustainability TOP

More detailed information on the ESG initiatives reported today is available



LinkedIn Account

Follow us and get the latest news of Recruit Group.



Recruit Holdings Co., Ltd.