

Recruit Holdings Co., Ltd.

Recruit Group Profile 2022

InsideOut



Opportunities for Life. Faster, Simpler and Closer to you.



Hisayuki "Deko" Idekoba

President, CEO, and
Representative Director
of the Board

Inside Out

Deko enjoys sitting closest to the entrance so that he can easily chat with everyone, but often ends up holding doors for delivery people.

Our mission is to create opportunities for life. We do this by creating products and services that connect individuals and businesses around the world in a faster, simpler, and more human way. No matter how uncertain and volatile the economic and business environment may be, it is our responsibility to always focus on what we do, and continue to work on our three core management strategies: Simplify Hiring, Help Businesses Work Smarter, and Prosper Together.

A few years ago, speculators were warning that advances in technology would result in AI (Artificial Intelligence) taking jobs away from people. Despite this, today we are still seeing a tight labor market because the social changes gathering momentum in developed countries — such as aging populations and a growing focus on work-life balance — have led to shifts that technology has not been able to keep pace with.

What's more important, I believe, is that in the next 30 years, we need to leverage AI to work smarter rather than worrying that it will take our jobs. While some jobs will disappear as a result of technological advancements, countless new jobs — including jobs of tomorrow that are far beyond our imagination today — will be created.

At Recruit Group, we are committed to helping the world work smarter and live better through our HR matching technology platforms and SaaS business solutions, so that people can find jobs of their dreams, and generate more time for them to pursue their passions in a better, more sustainable and equitable future.

We will continue to strive for prospering together with all of our stakeholders by swiftly navigating us through social and economic changes, while executing our management strategies, aiming to both increase our long-term corporate value and contribute to society and planet earth.

Featured off-site event: Bet on Passion "It all begins with doing what you love"

In the summer of 2022, Deko returned to his hometown in Kagoshima Prefecture, southern Japan, to spend time with family and friends. In this article, we share excerpts from his lecture to middle and high-school students on developing a passion for life, and his approach to work.

[Learn more on page 40,](#)
[Human Capital Management section](#)



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



Simplify Hiring

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



Help Businesses Work Smarter

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



Prosper Together

Seek sustainable growth that every stakeholder shares

*Further details of the Corporate Business can be found in the [Annual Report FY2021](#) translated from "Yukashouken Houkokusho," Business Overview, Management Philosophy and Strategies (page 18).

At Recruit Group, we aim to simplify hiring. We envision a world where getting a job that suits each individual is as easy as pushing a button. Through responsible use of AI and automation, we believe we can accomplish our vision.

In the future, we believe that technology will provide each person with the feeling of having a dedicated career advisor — an advisor who looks out for their job interests and growth opportunities. Imagine that these advisors — entities that know a person’s experiences, interests, and skills — can tell which companies want to hire when and under what conditions. This is an advisor that makes navigating the world of work simple, easy, and seamless. This advisor would give humankind the courage to take on new opportunities.

We have not yet made it to that level, but we are starting to see firm progress. Today, thanks to Recruit’s HR Technology businesses, we help 20 people get hired every minute - this is double the amount than before the onset of the COVID-19 pandemic. Looking across all of our businesses, not just those that make up our HR Technology Strategic Business Unit, we see tremendous potential to leverage our technology to match people to opportunity all around the world.

In today’s world of recruiting and hiring, employers are still spending an enormous amount of time on manual tasks from reviewing job applications or resumes to scheduling interviews. By streamlining many of these manual processes with technology, we can help those involved spend more time on tasks that are best done by humans. Through the greater collaboration of people and technology, we aim to create a future where anyone who wants a job can find one.

Hisayuki "Deko" Idekoba

President, CEO, and Representative Director of the Board

Related Story

Getting a job, fast and simple, with the push of a button. Interview with CEO

[Learn more](#)



FY2021 Q4 Earnings Call Webcast May 2022

Simplify Hiring across all Strategic Business Units



A Future Where Everyone Can Find a Better Job Event Report Indeed FutureWorks 2022

Indeed

In October 2022, Indeed held its annual client event, FutureWorks in New York City. The event brought together business leaders specializing in Human Resources and Talent Acquisition to gain perspective and insight that can help them prepare for the ever changing world of work.

The event kicked off with Indeed CEO Chris Hyams who championed the idea that the future of work is better work for all — a future that means putting the human back into human resources. Following that, Indeed Chief Economist Svenja Gudell previewed



job and workplace trends expected in 2023. EVP & GM of Enterprise Maggie Hulce spoke about product evolution, and the company’s efforts to get people and employers better matched. Finally, SVP of ESG LaFawn Davis presented insights on social Impact initiatives and the company’s investment to open up access to opportunity for all.

[Learn more](#)

Matching & Solutions SBU is utilizing Air BusinessTools (ABT) to evolve its data and technology-enabled matching platform and cashless payment services and related SaaS solutions to promote the efficiency of the entire business process. Corporate clients can link their services through one universal ID called AirID to streamline sales, payment, customer, human resources, and cash management. This is how we Help Businesses Work Smarter: by ensuring the smooth completion and circulation of people, goods, services, and money without delay.

In Japan, the working population continues to decline due to the falling birthrate and aging population, and increasing labor productivity is one of a top priorities for Japanese society.

ABT aims to simultaneously increase productivity and profitability by using SaaS solutions to replace clerical tasks and cumbersome processes for corporate clients. Maximizing the use of technology in the workplace will boost overall productivity and free up business owners' time to focus on their core business. This then allows businesses to provide more valuable services to the users they are matched with, which leads to increased business profitability. We stand by our mission of providing "Opportunities for Life" much faster, surprisingly simpler and closer than ever before.

Yoshihiro Kitamura

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

Inside Out

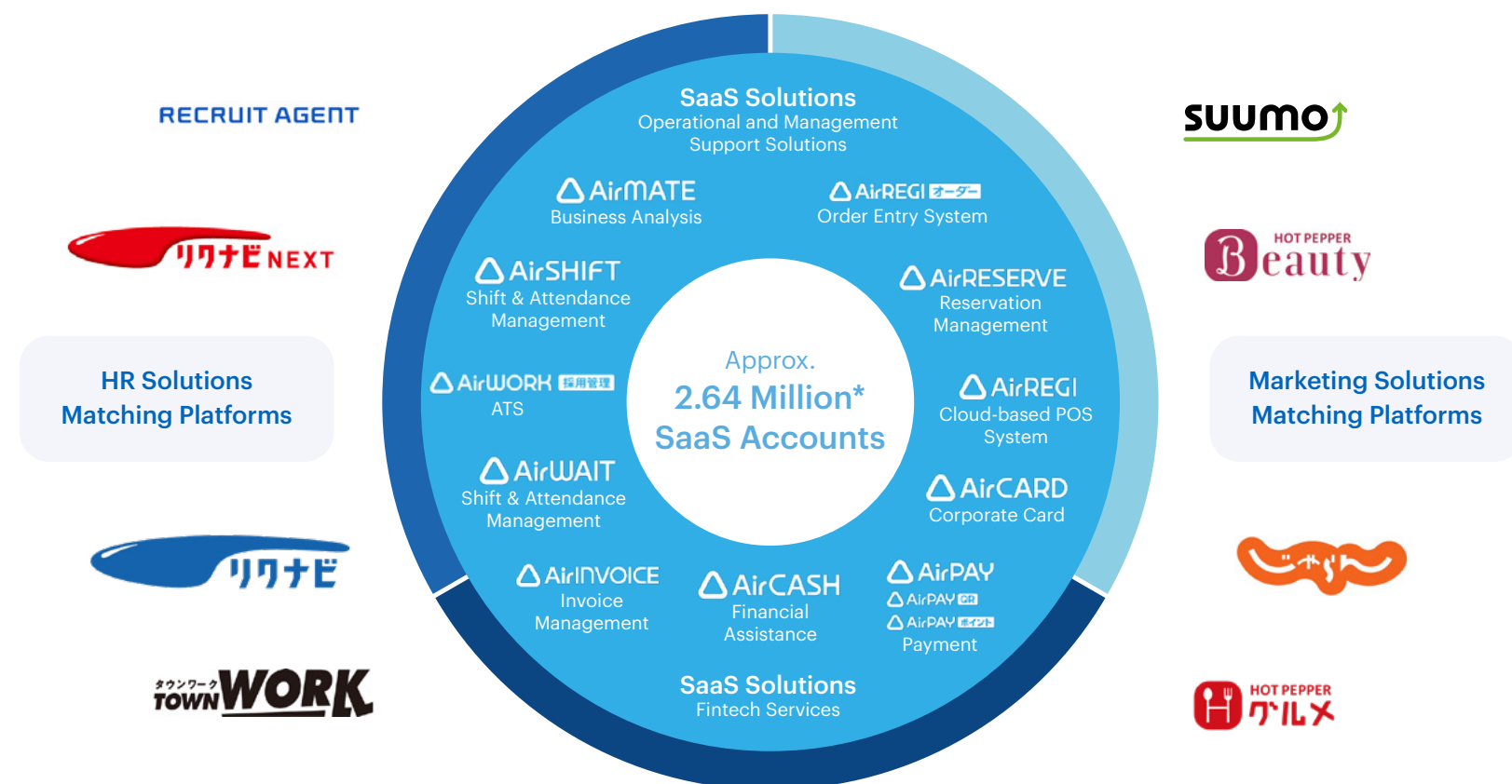
His career at Recruit began when he worked as a model for a travel magazine's snowboarding team.



Business Strategy Presentation
July 2022

[Learn more](#)

Making the circulation of people, goods, services and money simpler and smarter



*As of June 30, 2022. Registered accounts refer to the number of stores and business locations that have registered for each relevant service including both active and non-active accounts

The full-scale launch of AirCASH



We trialed our AirCASH service in 2021 before the full-scale launch on April 1, 2022. The service allows businesses to cash out future sales, an initiative that meets the needs of small and medium businesses (SMBs), which often require small and immediate cash injections to cover their costs. Businesses using AirCASH can access cash from future sales via a simple two-tap process on their smartphones. Arranged funds are automatically deducted from future AirPAY sales, so there is no need to check balances or make transfers. AirCASH supports the challenges of SMBs by speeding up the flow of money.

[Learn more](#)

Making a positive impact on society and this shared planet through our corporate activities so that all may prosper together

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

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

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

Ayano "Sena" Senaha

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

Inside Out

When Sena was at high school, she volunteered at the Kyushu-Okinawa G8 Summit. Her experience attending foreign dignitaries sparked her interest in global affairs.



Commitment to Sustainability toward 2030

Start — **2021** — 2022 — 2023 — 2024 — 2025 — 2026 — 2027 — 2028 — 2029 — 2030

Environment:

Achieve carbon neutrality in the amount of greenhouse gas (GHG) emissions throughout our business activities and our value chain

Achieved carbon neutrality in our own business activities and set a three-year reduction target for GHG emissions

Social – Social Impact:

Halving the time to get hired

Calculated the baseline job search duration as 15 weeks

Social – DEI:

Achieve approximately 50% representation of women in senior executive positions, in managerial positions, and total employees of the entire group

Set a three-year target toward achieving gender parity across our employee base

Social – Social Impact:

Breaking down job market bias & barriers to help 30M job seekers get hired

Supported job seekers facing barriers that can lead to prolonged unemployment

Governance:

Achieve approximately 50% ratio of women among the members of the Board of Directors, including Audit & Supervisory Board members, at Recruit Holdings

Set a three-year target toward achieving gender parity among the members of the Board

[Learn more](#) ➤



Launch of our sustainability commitment

May 2021

Our CEO and COO explain the vision and the goals Recruit Group is pursuing through our commitment to sustainability, "Prosper Together."

[Learn more](#) ➤



ESG Fireside Chat

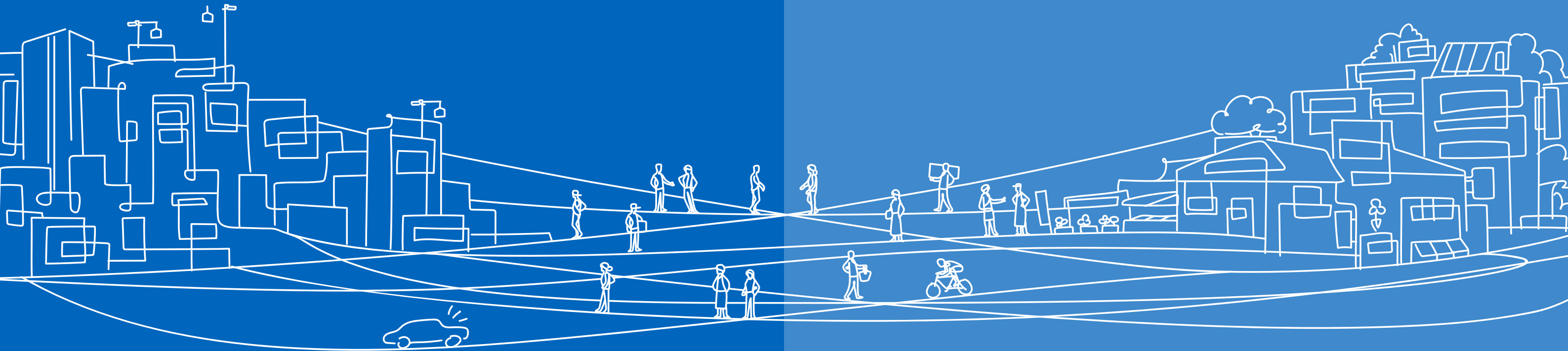
June 2022

During our ESG Fireside Chat, we shared our FY2021 progress and answered live questions from viewers.

View the presentation materials and the transcript [here](#).

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About Recruit Group

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Group Employees

51K^{*1}



Countries Served

 60+

Founded

62^{Years Ago}



2.87^{Trillion}
Yen

¥ Revenue



Adjusted
EBITDA

479.3^{Billion}
Yen^{*2, 3}

*1 As of March 31, 2022.

*2 Consolidated results for fiscal year ending March 2022 (April 2021 through March 2022)

*3 Operating income + depreciation and amortization (excluding depreciation of right-of-use assets) + share-based payment expenses ± other operating income/expenses

Basic Principle

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

Vision

Follow Your Heart

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

Mission

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

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

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

Values

Wow the World

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

Bet on Passion

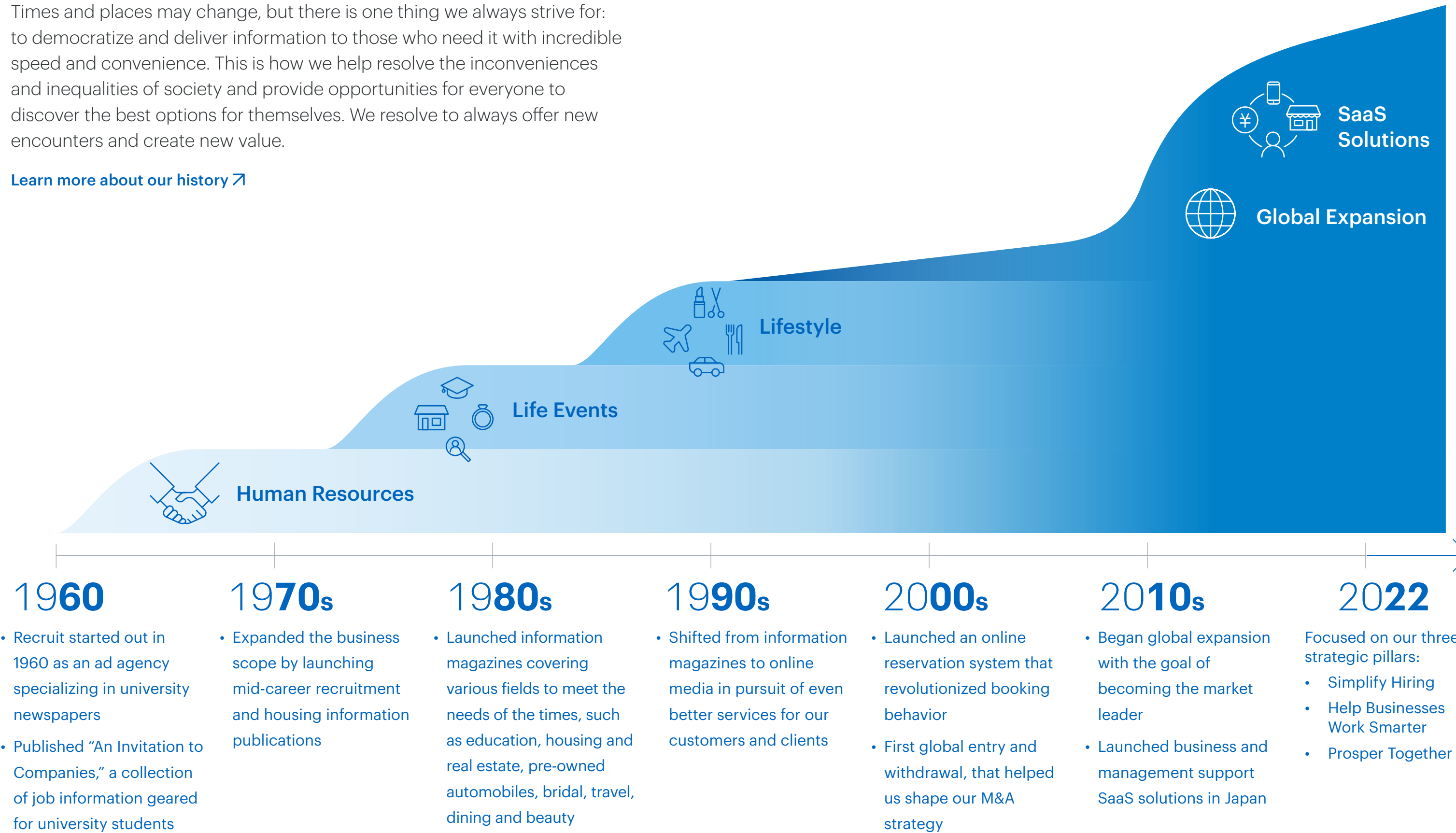
We are a team of people fueled by curiosity. We respect and capitalize on each other’s differences. We know that one person’s crazy idea, when backed by data and research, can become the best bet.

Prioritize Social Value

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

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

[Learn more about our history ↗](#)



Recruit Group started in 1960 as a business providing job information to students by placing job advertisements for its clients in university newspapers in Japan. Since then, we have consistently created and operated matching platform businesses connecting individual users and business clients.

We provide individual users around the world the best possible choices and support business clients in improving their operational efficiency by utilizing technology and data, all enabling simpler and faster matching.

We operate our businesses through three Strategic Business Units (SBUs) and have established respective SBU headquarters to further reinforce global, swift decision-making. This structure enhances the management capabilities of each SBU Headquarters and enables them to execute their own strategies. At the same time, each SBU collaborates closely to achieve our three strategic pillars.

Matching & Solutions SBU

Matching & Solutions SBU consists of businesses mainly in Japan: Marketing Solutions and HR Solutions. Marketing Solutions offers platforms where individual users and business clients can be connected in fields like housing & real estate, beauty, bridal, travel, dining and others. HR Solutions helps individual users find jobs and helps business clients' hiring activities across a variety of industries. Matching & Solutions SBU also provides Software as a Service (SaaS) solutions that help our corporate clients reduce their workload and improve productivity.



HR Technology SBU

HR Technology SBU consists of Indeed and Glassdoor, and operates in more than sixty countries. These are online platforms where people can find jobs and learn about companies, offering a suite of tools for job seekers that includes job search, resume posting, company information and reviews, and scheduling and conducting video and phone interviews. For employers, Indeed and Glassdoor offer solutions to recruit and hire qualified talent in an easier and more efficient way.



Staffing SBU

Staffing SBU operates a comprehensive temporary staffing service, primarily in Japan and Europe, North America, and Australia. By organizing and delegating authority according to the characteristics of each country's market, Staffing SBU promotes its business in a way that best suits each market and provides maximum value.



Leadership

Board of Directors and
Audit & Supervisory Board Members



Masumi Minegishi

Chairperson and
Representative Director of
the Board



Hisayuki Idekoba

President, CEO, and
Representative Director of
the Board



Ayano Senaha

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



Rony Kahan

Director of the Board

Non-Executive



Naoki Izumiya

Outside Director of
the Board

Independent



Hiroki Totoki

Outside Director of
the Board

Independent



Keiko Honda

Outside Director of
the Board

Independent



Yukiko Nagashima

Standing Audit &
Supervisory Board Member



Takashi Nishimura

Standing Audit &
Supervisory Board Member



Yoichiro Ogawa

Outside Audit &
Supervisory Board
Member

Independent



Katsuya Natori

Outside Audit &
Supervisory Board
Member

Independent

The Skills Matrix of Our Board of Directors Members

Name	Skills and Expertise							
	Corporate Management	Finance	Legal/Risk Management	Global Business	Technology	HR Business	ESG/ Sustainability	Transformation
Masumi Minegishi	●			●	●	●		●
Hisayuki Idekoba	●			●	●	●		●
Ayano Senaha			●	●	●	●	●	●
Rony Kahan	●			●	●	●		●
Naoki Izumiya	●			●			●	●
Hiroki Totoki	●	●		●	●			●
Keiko Honda	●	●		●			●	●
Yukiko Nagashima	●					●		●
Takashi Nishimura				●	●	●		●
Yoichiro Ogawa	●	●	●	●				●
Katsuya Natori			●	●	●			●

For information on our corporate executive officers, please refer to "Recruit Holdings Announces Leadership Structure for FY2022," published February 14, 2022.

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



Corporate Governance

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

[Corporate Governance](#) ↗
[ESG Commitment: Governance](#) ↗



Human Capital

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

[Learn more](#) ↗



Corporate Ethics and Compliance

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

[Corporate Ethics and Compliance](#) ↗
[Recruit Group Code of Ethics](#) ↗
[Internal Controls](#) ↗



Data Security and Data Privacy

We have set data security and data privacy as high-priority themes to address in our group-wide risk management agenda. We take appropriate measures depending on the importance of the information in our possession as well as the characteristics of the data to be protected.

[Learn more](#) ↗



Human Rights

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

[Learn more](#) ↗



Conservation of the Planet

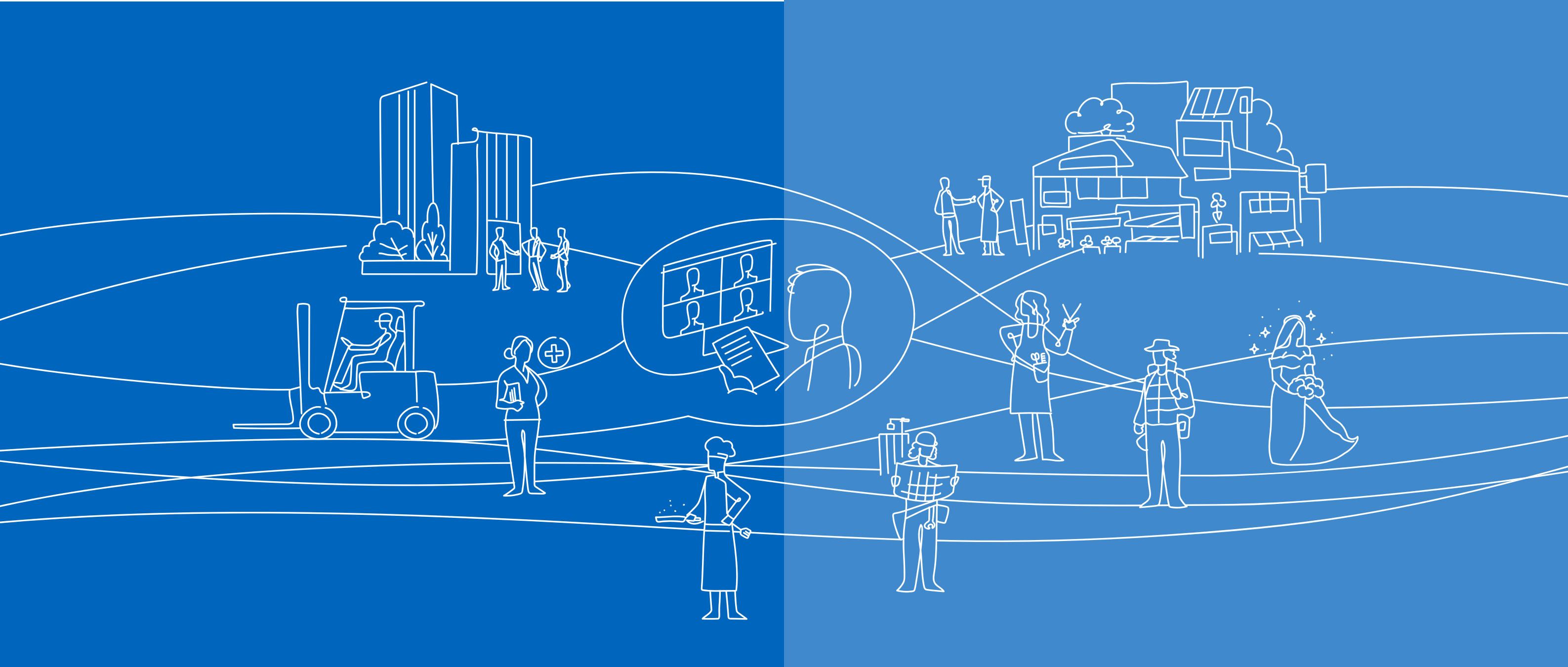
To support the longevity of our planet, which is the base for our corporate activities, we consider climate change the key issue among the various environmental concerns.

[Learn more](#) ↗

03

Our Business Units

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HR Technology SBU consists of the operations of Indeed and Glassdoor as well as 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 Flex

Indeed Flex is a staffing platform to help people get flexible work in a simpler and faster manner. The service is currently available in the UK and the United States.

[Learn more](#)

Fishbowl

Fishbowl is a social network where more than one million professionals have engaged in candid career, industry and workplace-related conversations.

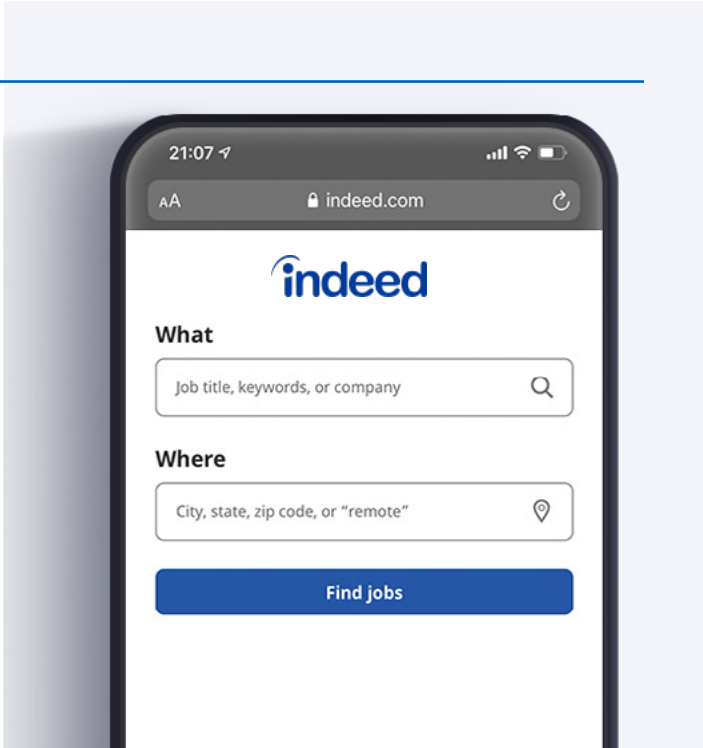
[Learn more](#)

Indeed

Indeed is the #1 job site in the world with over 300 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 300M monthly unique visitors

Internal data, an average of each month’s total of distinct cookie IDs visiting Indeed’s site between April – September 2022



Glassdoor

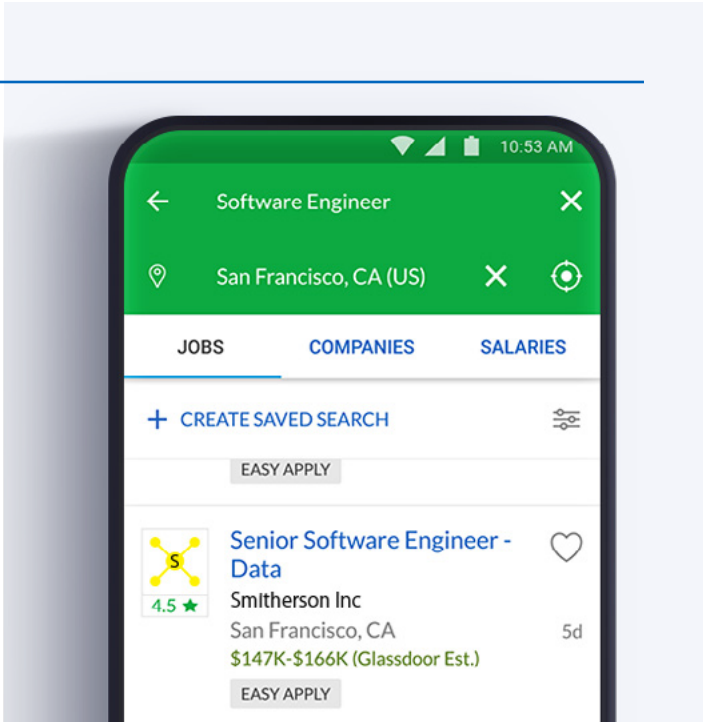
Glassdoor offers millions of workplace reviews, ratings, salary details and more, paired with the latest jobs, to help people everywhere find a job and company they love.

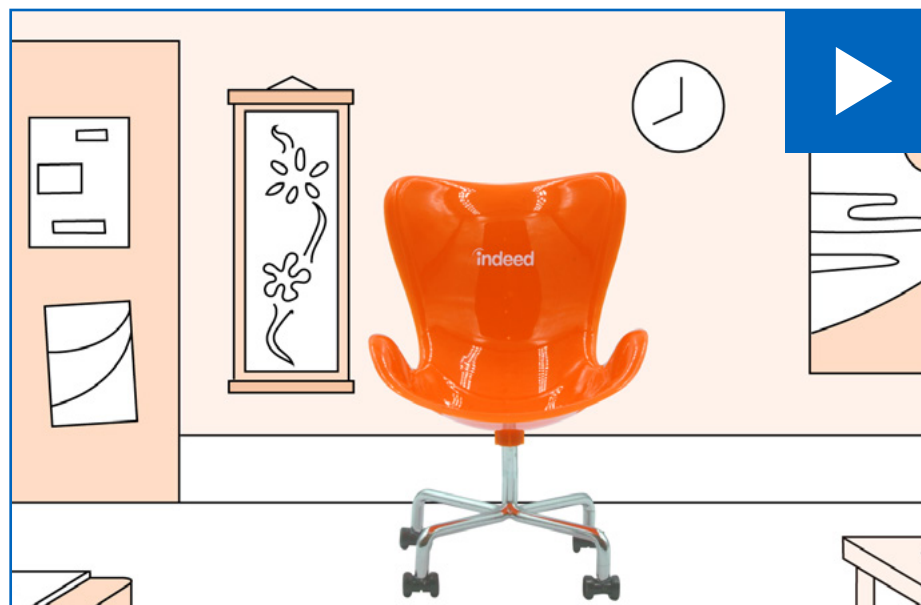
Over 58M monthly unique visitors

Internal data based on Google Analytics, as of September 30, 2022.

Over 100M reviews, salaries, and insights

Glassdoor internal data as of September 30, 2022.





The orange chair

Giving job seekers a seat at the table

Putting job seekers first is the fundamental principle that has driven Indeed since the start. The philosophy is ingrained in the company's culture and guides the team in their work every day. Several years ago, during a period of rapid growth, Indeed CTO Andrew Hudson came up with the idea to place an orange chair in every meeting room in Indeed's offices. The eye-catching chairs were meant to remind team members that the job seeker should always have a seat at the table, and every decision should consider what is best for the job seeker. Since then, Indeed has grown into the world's top job search site with over 300 million unique visitors per month*1, and whether working from home or the office, its global team always puts job seekers' needs first.

*1 Internal data, an average of each month's total of distinct cookie IDs visiting Indeed's site between April – September 2022

Indeed's "Essentials to Work" program helps all job seekers gain access to quality work opportunities

The "Essentials to Work" program focuses on helping struggling job seekers in the U.S. gain access to critical resources, such as technology, transportation, and criminal record-clearing services.

[Learn more ↗](#)



Indeed's Work Happiness Study helps foster better workplaces

As part of Indeed's commitment to increasing the number of happy people at work, Indeed's Work Happiness Score has grand ambitions to gather a global data set that inspires employers and all people to build a better, happier world of work.

[Learn more ↗](#)



Indeed Flex: A temporary staffing platform that bridges the mismatch between supply and demand in the human resources market



Indeed Flex is a simpler and faster staffing platform for people seeking flexible work, and is currently available in the U.K. and the U.S. This article explains why it is rapidly growing.

[Learn more ↗](#)

Moving equal pay forward: Glassdoor and Fishbowl empower workers through pay transparency



To achieve equal pay, it is essential that workers know what an appropriate salary is for their position. Glassdoor has provided salary data for various companies for over a decade.

[Learn more ↗](#)

Matching & Solutions SBU offers Marketing Solutions, HR Solutions and SaaS solutions to corporate clients in Japan.

Marketing Solutions encompasses online platforms across a broad range of consumer verticals including: housing & real estate, education, pre-owned automobiles, bridal, travel, dining and beauty. We offer a multitude of choices for people engaged in small to large life events. At the same time, we offer businesses advertising services on these platforms.

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

In addition, we support businesses with operational and management SaaS solutions through our Air BusinessTools.

Our businesses provides vertical matching platforms and SaaS solutions that help businesses work smarter



Air BusinessTools helps local communities work smarter

Revitalizing local community recruitment with hiring support tools



In our business that focuses on mid-career hires, our stated mission is "More Freedom of Work Opportunities. Faster. In every corner of Japan." To achieve this, we partnered with the local government in Miyazaki Prefecture and helped companies set up hiring sites using our SaaS solution tool, AirWORK Hiring Management (then called Job-op Lite).

[Learn more](#) (Japanese Only)

Transforming the way people travel around Japan through digitalization

Recruit has signed comprehensive collaboration agreements with local governments in Yamanashi, Niigata, and Kanagawa prefectures to boost tourism using digital transformation (DX) tools and initiatives. By utilizing data from "Air BusinessTools," we will build a platform that helps communities better understand the current state of tourism and what the future of tourism could be.



[Learn more](#)

A new service, Alummy — born from our new business proposal program Ring — creates a culture of rehiring and collaborating with former employees



In 2022, our new business proposal program Ring — still going strong after more than forty years — produced Alummy, a new service that connects employers with former employees. Alummy has been launched on a trial basis.

[Learn more](#)

What does a Recruit-style three-day weekend look like? Thoughts behind the increase in annual paid leave to 145 days

Japan-based Recruit made some updates to its personnel system after consolidating its domestic companies in April 2021. One of the most notable changes was the increase in the amount of paid leave, resulting in a “nearly” three-day weekend system. One year after its debut, a division officer in the Human Resources Management Office at Recruit, talks about how it’s been going.



[Learn more](#) (Japanese Only)

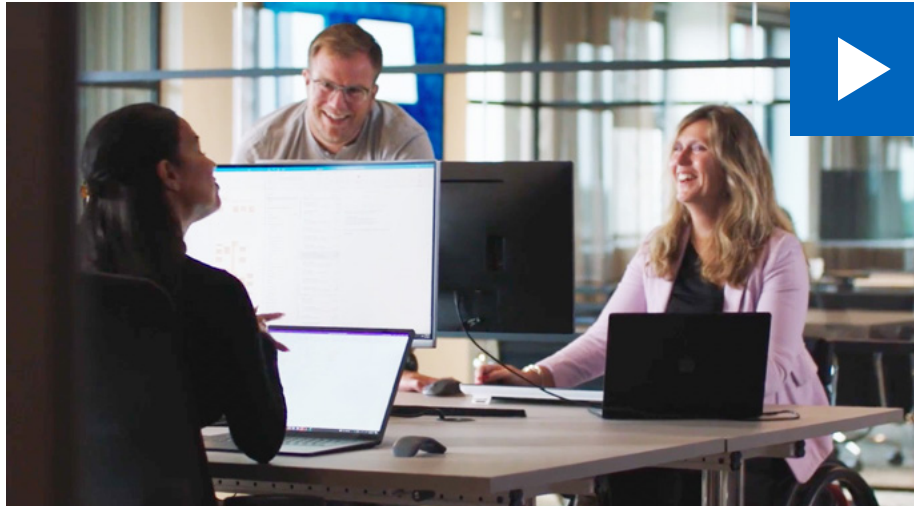
	Previously		Currently	
Annual paid leave	130 Days	➡	145 Days	+ 15 Days
Annual working hours	1800 Hours	➡	1800 Hours	Unchanged
Working hours per day	7.5 Hours	➡	8 Hours	+ 0.5 Hours

"WORK FIT" program Recruit's employment and career education program "WORK FIT" supports justice-impacted individuals to reintegrate and play an active role in society

“WORK FIT” is a job support program run by Recruit. More than 34,000 people have participated in this program at schools and local employment support organizations, and it has now been adapted for prisons, starting at a Tochigi prison (north of Tokyo). How is the program helping justice-impacted individuals realize their aim of being reintegrated into society? We look forward to publishing a progress report on the program and its participants.



[Learn more](#) (Japanese Only)



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

Local strength, global impact

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

Japan

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

Europe

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

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

North America

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

Australia

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

A helping hand for those in need — providing employment support for immigrants and refugees



Unique

According to the United Nations High Commissioner for Refugees (UNHCR), Germany accepts the most refugees in Europe, with 1.24 million refugees recognized in the country in 2021. However, due to various barriers, it is not easy for refugees to find jobs in Germany. On the other hand, labor shortages have become a major problem in Germany in recent years. RGF Staffing Germany, a staffing company of Recruit Group, has provided employment support for refugees for the past several years under the service brand Unique, utilizing the immigration support experience it has cultivated since 2014. This includes their ongoing support of Ukrainian refugees.

[Learn more ↗](#)

CSI Connect: A game-changing tech program for marginalized talent

CSI Companies

Florida is rich with unique geography, history, and culture. It has a large population of racial and ethnic minorities and like many other states in the U.S., struggles with ongoing disparities in education and job opportunities. Against the backdrop of these disparities, CEO Chris Flakus and CIO Melissa Fulmore-Hardwick of CSI Companies, located in Jacksonville, Florida, are working to provide job opportunities and career development support in the tech industry for college and high school students who are relatively disadvantaged in the region.



[Learn more ↗](#)

No experience necessary: Finding work with USG Restart in the Netherlands



USG Restart

USG Restart, a staffing agency in the Netherlands, partners with more than fifty local companies to provide eight-month training programs for people with no work experience or who want to change jobs to a field in which they have no experience.

[Learn more ↗](#)

From no experience to full-fledged engineer

Staff Service Group

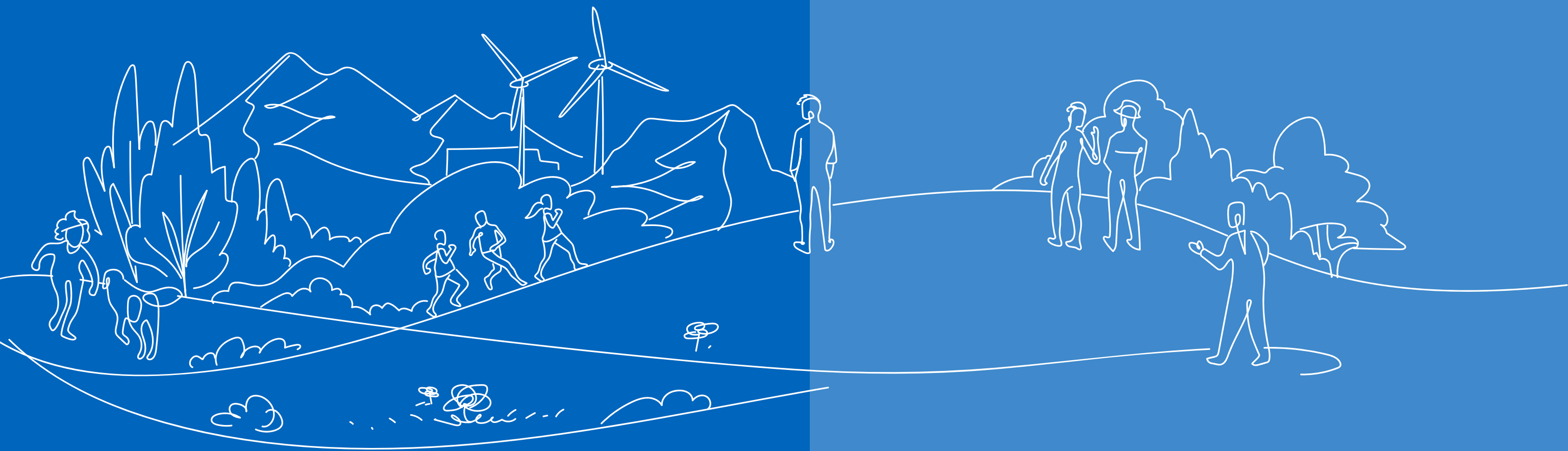
In 2014, Staff Service Group launched a new temporary staffing service model that was designed to seamlessly hire and train inexperienced personnel and aspiring engineers. This model helps both customers and clients succeed by finding clients motivated personnel who go on to learn about engineering through client-organized training programs. Staff Service even offers a program in which career counselors with a technical background provide ongoing support to new temporary staff in planning their careers during their work assignment period.



[Learn more ↗](#)

04
Our Impact

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

Environmental

Social

Social

Governance

Climate Action

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



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

^{*2} 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 Scope 1, 2 and 3.

Social Impact

Shorten the time to get hired by half by 2030^{*3}

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



^{*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.

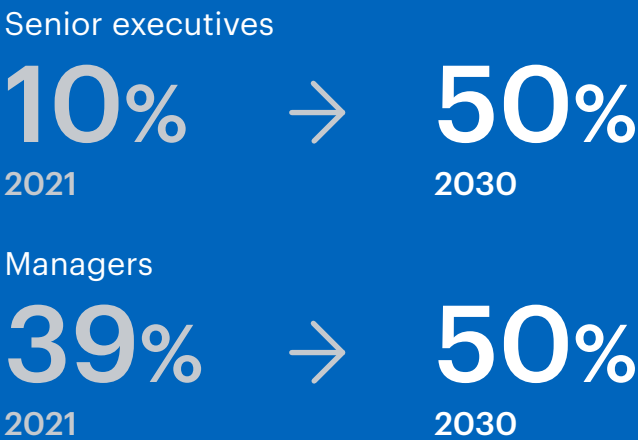
^{*4} The initiative as of today includes providing assistance through the Company’s online job platform, and through partnerships with NPOs and other organizations with whom the Company collaborates. The Company may also aim to reduce other various barriers, including newly emerging issues in the labor 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 Corporate Executive

Our People

Achieve gender parity across all employee levels by 2030^{*5}

Increasing women’s representation ratio in managerial positions



Officers 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.

Our Commitment to Social Impact

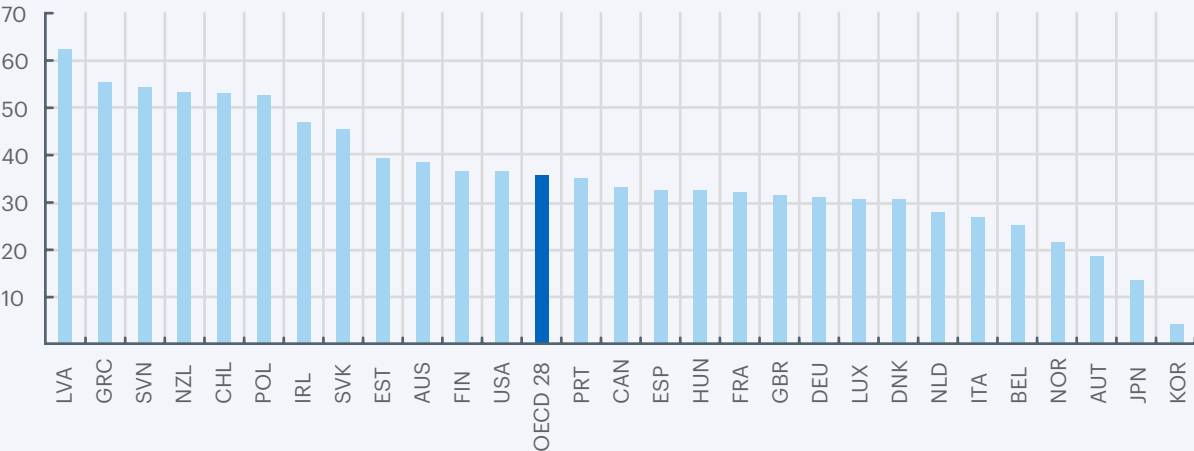
Background



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

This figure is based on data from 28 OECD countries, including many developed countries. It shows that almost 40% of people around the world, regardless of their level of income, are financially insecure. In the event of a sudden loss of income through a reason like unemployment, they could not keep living above the poverty line for more than three months.

Percentage of financially insecure people in 28 OECD nations



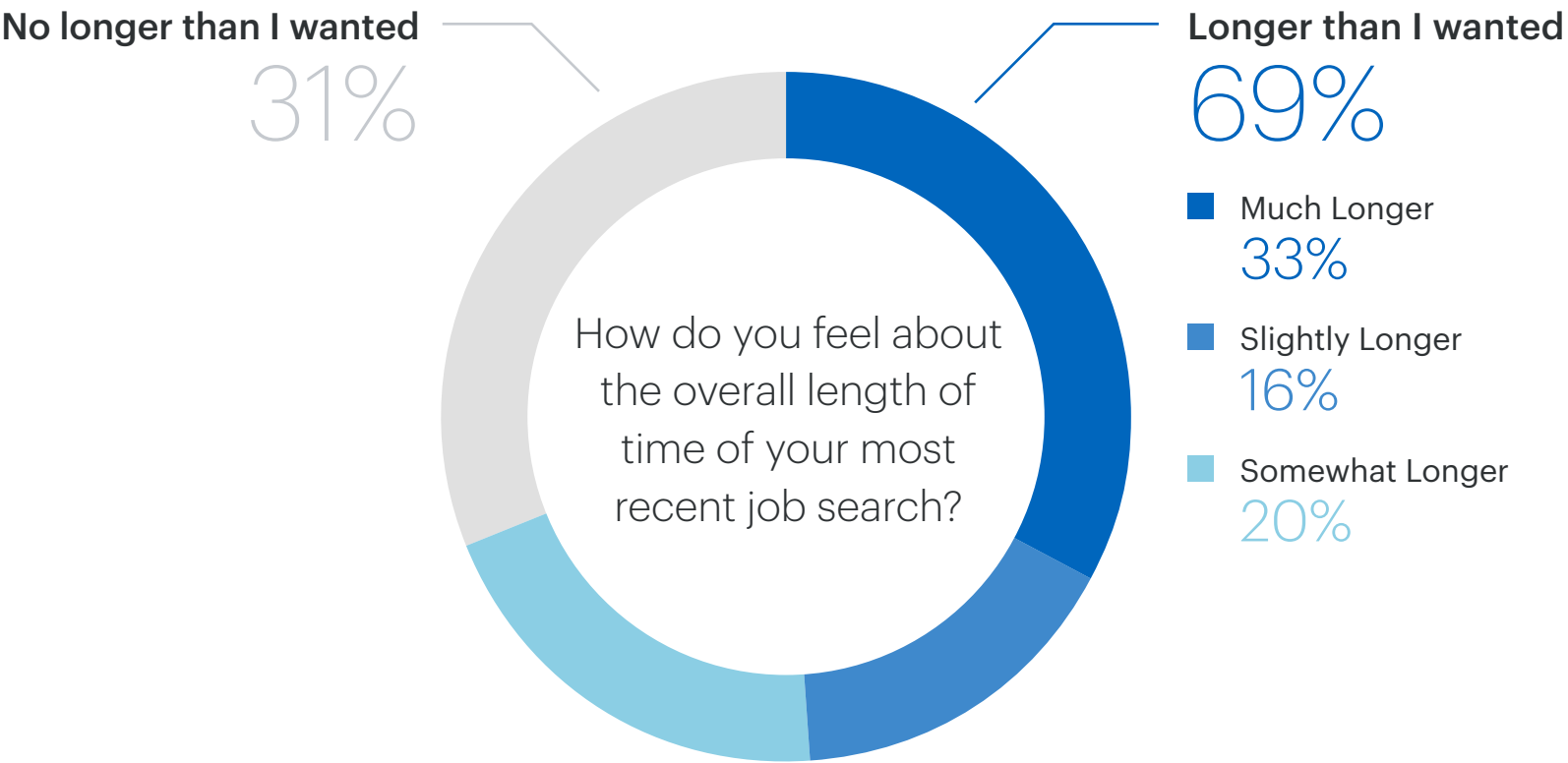
^{*1} The years indicated are Recruit Holdings’ fiscal years, which begin on April 1 and end on March 31 of the following year. All figures displayed here are approximate.

^{*2} Source: OCED’s report “How’s Life? 2020”

50% said the amount of time it takes to find a job is longer than the amount of time they could live without income^{*3}

How do job seekers feel about the time to get hired? Based on a global labor force survey we conducted in 30 countries where Indeed operates^{*3}, nearly 50% of respondents reported that their job search duration was longer than the amount of time they could cover their personal expenses if they had no income.

Furthermore, about two-thirds of respondents said their job search took longer than they wanted, and nearly half of them said it was considerably longer. The results suggest that it is important for us to be able to quickly identify and provide support to those job seekers most in need of assistance.



^{*3} Based on a global labor force survey conducted from a selection of 30 countries where Indeed has a business footprint.

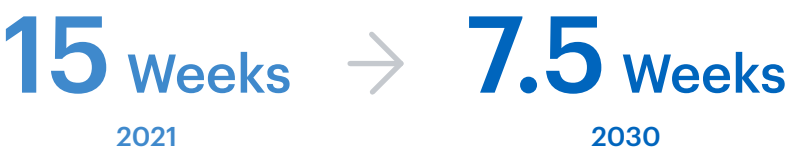
Reduce job search duration for all

Work is the foundation of people’s lives, and it is also the foundation of Recruit Group’s business. As a global industry leader in HR matching, we want to help eliminate poverty and economic vulnerability by reducing the time it takes job seekers to get hired. To achieve this goal, we aspire to make the job-matching process significantly faster and simpler.

All too often, traditional hiring practices have the unfortunate potential to reinforce systemic labor market biases and barriers. In addition to significantly cutting job search duration through technology to halve the time to get hired for all job seekers, we will support their employment through partnerships with NPOs and NGOs.

The time it takes to get hired*2

Reduce the time it takes to get hired by half by FY2030 compared to that of FY2021*2.



Job seekers facing barriers*3

Help 30 million people facing barriers in the global labor market get hired. These are barriers that result from biases towards age, disability, race and ethnicity, criminal records, and education levels, amongst others*3.



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

*2 The 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.

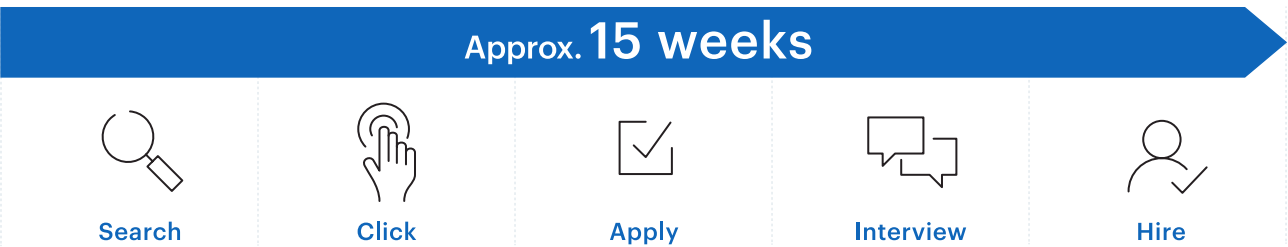
*3 The initiative as of today includes providing assistance through the Company’s online job platform, and through partnerships with NPOs and other organizations with whom the Company collaborates. The Company may also aim to reduce other various barriers, including newly emerging issues in the labor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

Our Commitment to Social Impact

Halve the time to get hired by 2030

Progress in FY2021

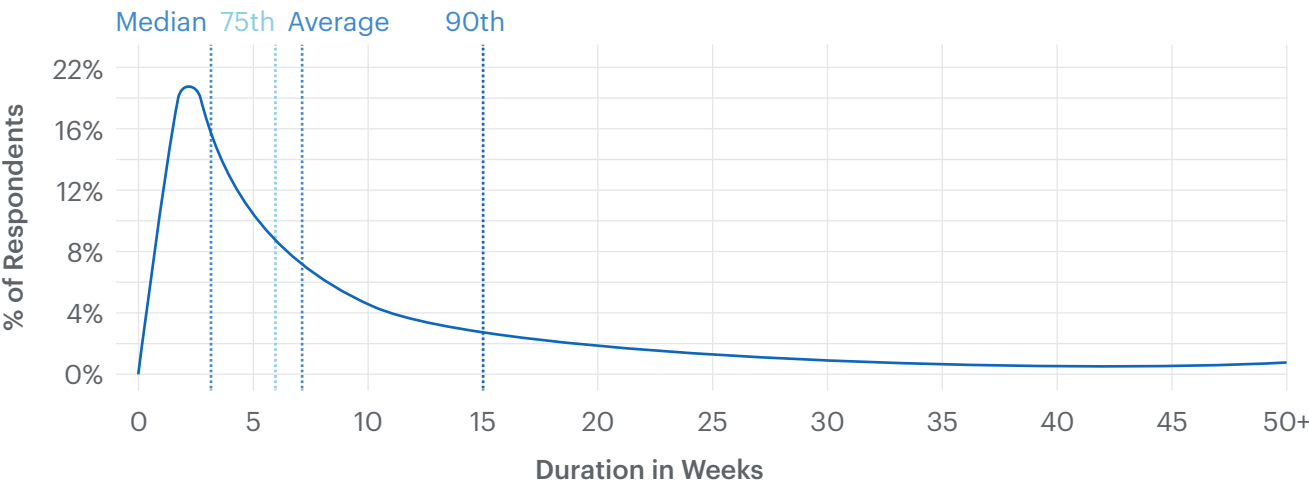
Job search duration found to be 15 weeks*2



To set the baseline, we gathered the data for how long it currently takes for users to get hired on Indeed. The analysis indicated that the median time was about three weeks, with an average of about seven weeks. However, it took approximately 15 weeks until most of them got jobs*3. We took the 90th percentile data point as a statistically significant value, representing the most job seekers hired on Indeed.

Duration of hired Indeed users' job searches

as of FY2021



We set this 15 weeks period as the baseline duration of FY2021 to be cut in half by FY2030, to ensure that we capture users who may be struggling and require assistance.

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

*2 Baseline job search duration calculated as of March 31, 2022.

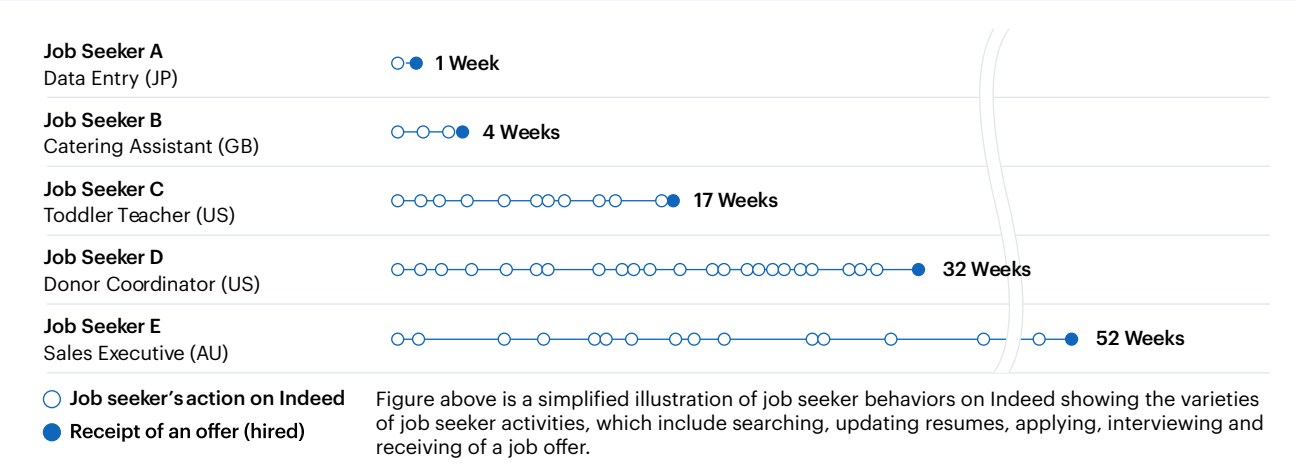
Job search duration is calculated based on surveyed user data collected between September 2021 and March 2022.

*3 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.

When does a job search begin, and when does it end?

With no established measurement methods available to estimate job search duration, our journey began with developing a methodology to enable us to answer this key question. Usage patterns of job seekers on jobs platforms are extremely diverse. Some may spend months casually visiting and searching for jobs, while others may intend to find a

job that day. For us to be able to shorten job search duration, we must be able to capture the entire journey, not just from the point when an application is submitted or interviewing starts. To take on this challenge, we formed a cross-functional team, including data scientists and researchers, to work together to pinpoint the starting point of a job search.



Our goals for FY2022

In FY2022, we are conducting deeper research as well as analysis of user data to better understand the pain points that are making job searches longer, and identifying job seekers who need more help than others. In parallel, we will continue to gather more data to increase the accuracy of our measurement of job search duration. We are also working to

implement some technical solutions in our products to help people get jobs faster and easier.

We are just at the starting line of the process to make the Indeed platform increasingly automated, to improve the experience of job seekers worldwide.

Our Commitment to Social Impact

Addressing job search barriers to help 30 million people get hired

Progress in FY2021

We analyzed data from Indeed and worked with various organizations, such as professional associations and community organizations, to better understand who is vulnerable in the job market, and the barriers they face.

Focusing on severe and significant barriers — such as a criminal record^{*2}

We first focused on addressing the barriers associated with a criminal record, as these appear to be particularly severe and significant. For example, in the U.S., one in three of the adult population have some type of criminal record^{*2}.

In the U.S., fair chance legislation is meant to curb discrimination against job seekers with a criminal record, and to promote hiring based on the qualifications of the

applicant^{*3}. Despite the gradual expansion of such efforts, the unemployment rate for job seekers with criminal records is about five times higher than the national average^{*2}. However, research indicates that finding a job that pays more than the minimum wage within two months of release from prison cuts the chances of reincarceration at least by half^{*4}.



Race & Ethnicity



Disability



Age



Criminal Record

Initiatives at Group companies



We are working on a variety of initiatives toward helping 30 million job seekers facing job market barriers, and one of our priority focus this year is to help justice-impacted job seekers. At HR Technology SBU, Indeed is improving its platform interface to make it easier to find fair chance hirings, working together with partners, and through its own hiring. Matching & Solutions SBU provides employment and career education programs. Staffing SBU's Staffmark works with client companies to promote fair chance hiring through a program that allows employees to begin working as temporary staff and then be directly hired.

[Learn more ↗](#)

Our goals for FY2022

As calls for a fairer and more just society grow worldwide, employers are becoming increasingly conscious of the need for inclusive hiring^{*5}. In our own efforts to support this, we are leveraging both technology-based solutions and partnerships to create more opportunities

for all. We are also working hard to reduce barriers to employment at all of our Group companies, tailoring our efforts to the needs of each country and region.

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

^{*2} 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).

^{*3} U.S. legislative actions toward promoting fair employment opportunities for job seekers with a criminal record. With the aim of increasing the rate of employment of qualified workers, actions

include prohibiting employers from asking applicants for their criminal record during the hiring process, or before issuing a written offer (source: National Employment Law Project).

^{*4} Source: The Urban Institute.

^{*5} Inclusive hiring indicates a company's efforts to realize improved fairness in recruitment in order to achieve a workplace that reflects the diversity of society, as well as ensuring all people have access to economic opportunities.

Our Commitment to Our People

Diversity, Equity and Inclusion (DEI)

The basic principle of Recruit Group is “creating a brighter world where all individuals can live life to the fullest.” This, in turn, informs our central message — “Follow Your Heart” — to create a world where individuals and businesses can focus on what really matters to them. We believe that people and organizations reveal their greatest strengths when they are free to pursue their internal motivations — their ambitions, dreams, desires and passions.

Respecting different opinions, regardless of class, race, color, sex, language, religion, gender, age, political or other opinion, national or social origin, nationality, property, sexual orientation, gender identity, disability, birth or other trait, has been fundamental to Recruit company culture since our founding in 1960. We believe that respecting different opinions while acknowledging those differences creates new value. In

fact, we have grown through creating new businesses and services by investing in the ideas and passions born from the curiosity of our diverse workforce.

We continue to support diversity, equity and inclusion (DEI). In FY2021, we further strengthened Recruit Group efforts by setting a gender parity target, which includes increased gender diversity in management and Board positions. A diverse workforce is important to the longevity of our business and its positive impact on society.



Women’s representation in managerial positions

Achieve gender parity among senior executives, those in managerial positions, and all employees levels by FY2030 at Recruit Group*2

Senior executives



Managers



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

*2 Senior executive positions are defined as Corporate Executive Officers 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 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.

Our Commitment to Our People

Diversity, Equity and Inclusion (DEI)

Progress in FY2021

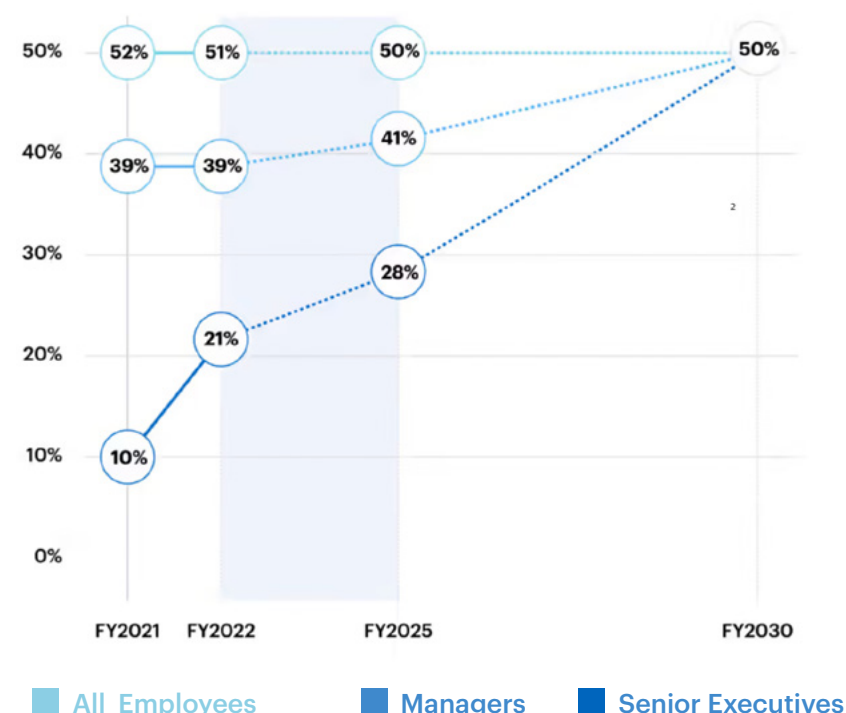
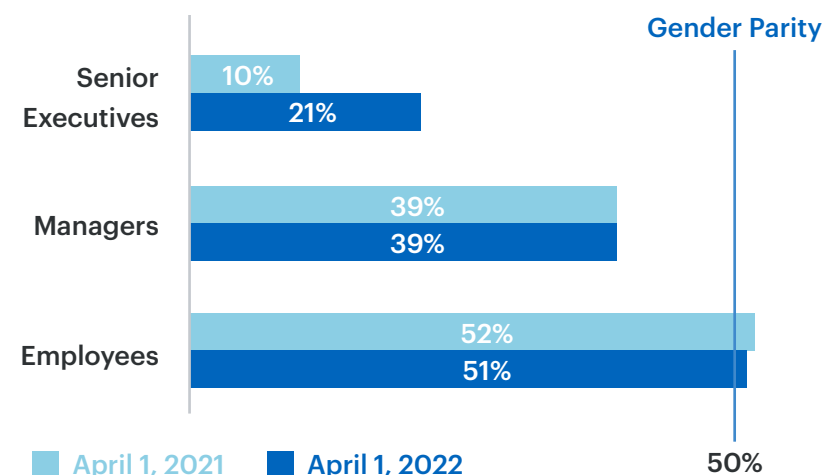
Women senior executives more than doubled from 10% to 21%*2

As a result of analyzing the respective root causes of gender gaps, and continuous effort to hire proactively to redress the balance, the percentage of women senior executives has more than doubled.

Set a three-year target as a milestone toward FY2030*3

As the first step to further embrace DEI in our corporate culture, we set a three-year target to increase the percentage of women in senior executive positions, in managerial positions, and total employees.

We will accelerate our efforts by linking the degree of achievement of the three-year target to a portion of long-term incentive compensation*4 for executive directors and corporate officers, who are in charge of driving and realizing the target.



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*2 Senior executive positions are defined as Corporate Executive Officers and Corporate Officers of Recruit Holdings and Matching & Solutions SBU, and CEOs of the Company's major subsidiaries and heads of key functions in 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. "Members of the Board" is defined as Directors of the Board and Audit & Supervisory Board members.

*3 The three-year women representation target is based on the results from April 1, 2022 to April 1, 2025.

*4 Compensation based on ESG target achievements is set as a part of BIP trust (stock) compensation. Eligibility to receive this award and the payout amount will depend on whether or not the three-year target is achieved.

*5 Inclusive hiring indicates a company's efforts to realize improved fairness in recruitment in order to achieve a workplace that reflects the diversity of society, as well as ensuring all people have access to economic opportunities.

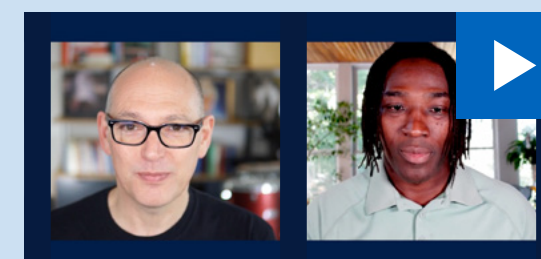
*6 The figure is based on data compiled by the World Economic Forum (WEF) (source: WEF (2022), Global Gender Gap Report).

Our goals for FY2022

Each SBU has committed to specific initiatives designed to help achieve our gender parity goal.

HR Technology SBU

Championing inclusive interviewing rules



The Here to Help Video Series "What does inclusive recruiting*5 look like?"

The SBU introduced "inclusive interviewing rules" to ensure improved diversity in candidates before starting interviews. It also plans to boost the number of women candidates for engineering, science, and tech-related positions.

Matching & Solutions SBU

Driving change together with Japan — currently ranked 116th in the Global Gender Gap Report*6

We aim to reduce gender bias in appointments by clarifying requirements for managerial positions. In addition, by implementing company-wide work style reforms, and encouraging men to take childcare leave, we are creating an environment in which all employees can excel regardless of gender.



Shifting away from a male-dominated environment — A Recruit sales manager's take on diversity

[Learn more](#) (Japanese Only)

Staffing SBU

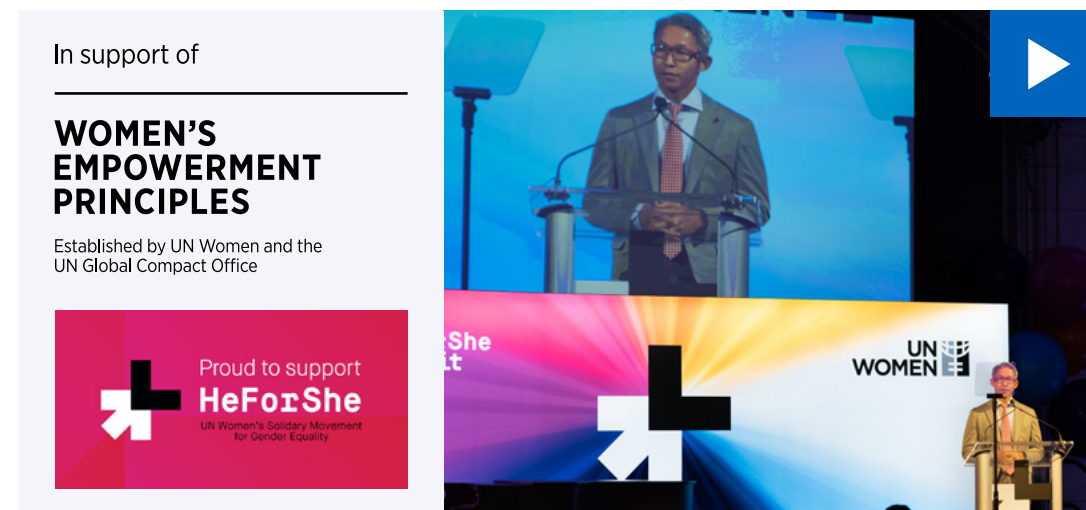
Succession planning for senior executives



RGF Staffing's Challenge to Create Equal Opportunities for All

The SBU aims to further strengthen succession planning for its senior executives and to increase the number of women in their candidate pool.

Closing the Gender Gap Together with Society



Recruit Holdings CEO Hisayuki “Deko” Idekoba speaks at the #HeForShe Summit held in NY (September 2022)

Committing to the Women's Empowerment Principles*¹

In February 2022, Recruit Group endorsed the Women's Empowerment Principles (WEPs)*¹, a set of action principles developed jointly by the UN Global Compact and UN Women to proactively promote the advancement of women.

Becoming a #HeForShe*² Alliance Corporate Champion

In conjunction with our support for #HeForShe*², the global solidarity movement for gender equality led by the United Nations entity UN Women, we announced a further commitment to gender equality by becoming a HeForShe champion company*³ at the HeForShe Summit 2022. Building on this momentum, Recruit Group will further accelerate its efforts company-wide to realize gender equality.

*¹ Established by the UN Women and UN Global Compact, the WEPs are a set of principles offering guidance to business on how to promote gender equality and women's empowerment in the workplace, marketplace and community. It serves as a practical guide for companies to examine and analyze their current practices, standards and behaviors.

*² HeForShe is a movement for the realization of gender equality that UN Women has been promoting globally since 2014. It provides an opportunity for all people in the world, including men, to express their commitment and support for the realization of a gender-equal society.

*³ Champions are governments, private companies and non-profit organizations that participate in the HeForShe Alliance led by UN Women and become leaders in promoting gender equality. In addition to committing to equality goals, a champion company is expected to conduct educational activities for the industry and the region through campaigns, invest in gender equality initiatives, and regularly present the company's efforts to achieve gender equality.

Know Your Worth — Glassdoor advocates for pay equity



Glassdoor supports equal pay for equal work, regardless of gender, race, ethnicity, age, sexual orientation or anything else. To help people ensure they receive fair pay, this free tool gives them a personalized salary estimate.

[Learn more ↗](#)

Fair, equitable, and more: Pay Transparency contributes to increased happiness, engagement and loyalty at work

Pay transparency is one of the best tools we have to close the pay gap. That is why Indeed clearly lists salary information on every job listing whenever an employer provides it. The effect goes beyond pay equity. A recent survey conducted by Indeed found that for many job seekers, pay transparency translates to increased happiness, engagement and loyalty at work—especially among younger generations.

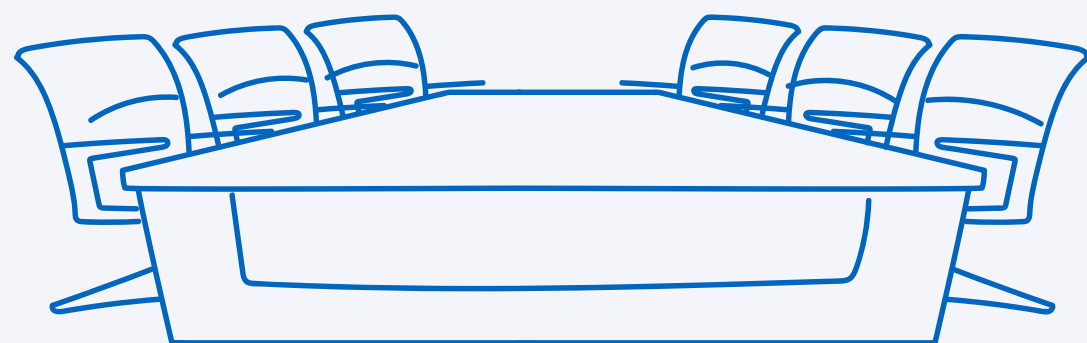
[Learn more ↗](#)

Exclusive management DEI bootcamp with Hiromichi Mizuno, Special Envoy of the Secretary-General of the United Nations and independent director of Tesla, Inc., on why gender equality matters for business leaders

We invited Hiromichi Mizuno to hold an exclusive management bootcamp, aiming to gain his invaluable input as we strive to achieve our gender equality goal towards 2030. Centered around a dialogue between him and Yoshihiro Kitamura, Head of Matching & Solutions SBU, participants learned how to move DEI initiatives forward to drive corporate strategies in this era of ESG and SDGs. Mizuno took Recruit's leadership on a deep-dive into why gender equality is essential to organizational growth, bringing inspiration to leaders seeking to accelerate their actions in this area.



Improving the Diversity of the Board of Directors



Women's representation in the Board of Directors

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



Progress in FY2021

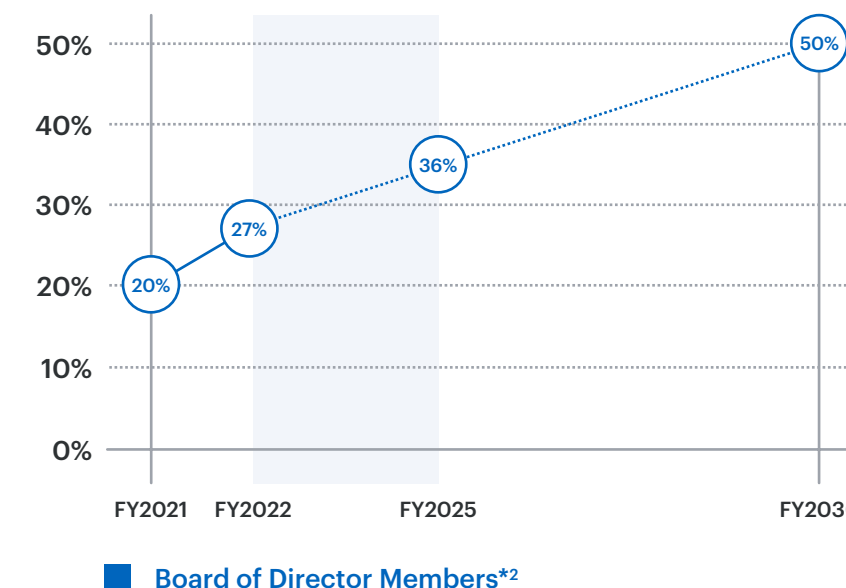
Recruit Group is committed to building a more diverse Board to enhance the soundness and transparency of its corporate governance and structure, which in turn influences the quality of decision-making.

We are advancing toward our goal of gender parity among the Board of Directors and Audit & Supervisory Board, increasing the percentage of women members from 20% to approximately 27% after the Annual General Meeting of Shareholders.

Our approach

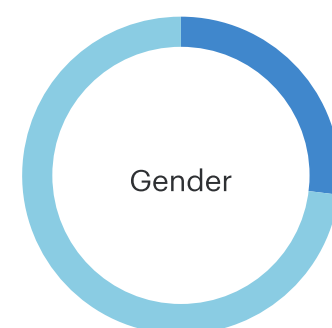
By improving diversity, we believe our company will benefit from more sophisticated skills, professional experiences and varied backgrounds. The immediate goal is to achieve gender parity among the members of the directors of the Board and Audit & Supervisory Board members by 2030*¹. With that in mind,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

The Board of Directors has decided to link the degree of achievement of our three-year women's representation targets*³ to a portion of the long-term incentive compensation*⁴ for executive directors and corporate officers who are in charge of driving and realizing these targets, starting from FY2022.

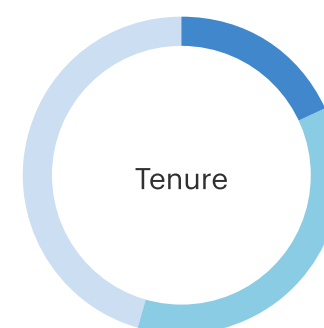


Directors of the Board and Audit & Supervisory Board members

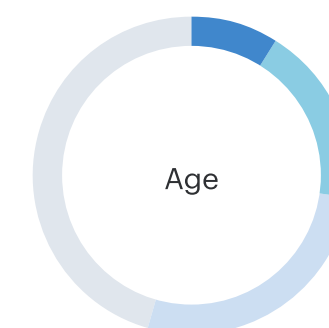
Recruit Holdings: as of July 1, 2022



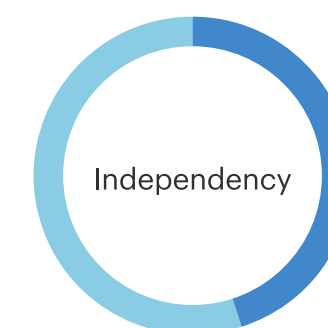
Women	27%
Men	73%



Less than 2 years	18%
2-4 years	36%
More than 4 years	45%



30s	9%
40s	18%
50s	27%
60s and over	45%



Independent	45%
Non-independent	55%

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

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

*3 The women representation target for members of the Board is based on the results from July 1, 2022 to July 1, 2025.

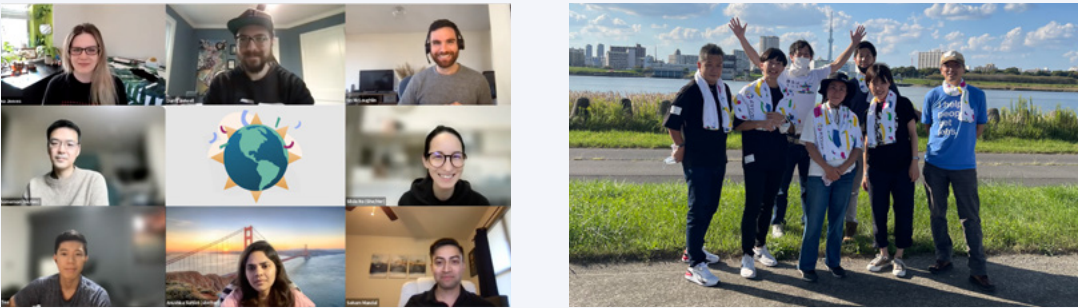
*4 Compensation based on ESG target achievements is set as a part of BIP trust (stock) compensation. Eligibility to receive this award and the payout amount will depend on whether the three-year target is achieved.

Our Commitment to the Environment



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

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



Members of the cross-SBU environmental team that leads Group-wide climate change-related actions

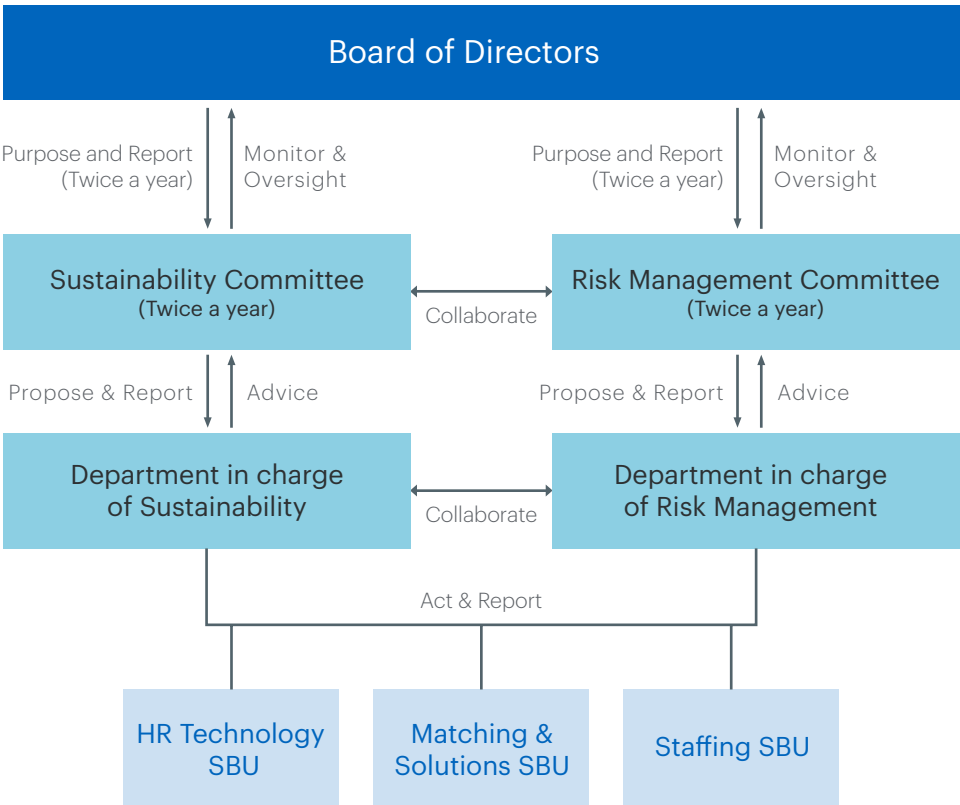
*1 The years indicated are Recruit Holdings fiscal years, which begin on April 1 and end on March 31 of the following year. All figures displayed here are approximate.

*2 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 Scope 1, 2 and 3.

Environmental Governance

The Sustainability Committee, headed by the Corporate Executive Officer in charge of sustainability, drives the discussion regarding environmental issues. The Committee is responsible for identifying issues related to climate change, responding to environmental regulatory trends, and discussing medium- to long-term risk mitigation measures and opportunities. Any risks identified during this process are reported to the Risk Management Committee, which in turn reports to the Board of Directors.

Once the Board of Directors gives the green light to our environmental policies, Recruit Holdings’ Environmental Team communicates with the person in charge of environmental actions at each Group company, sharing relevant information and supporting the planning and implementation of all necessary measures.



[Learn more ↗](#)

Recruit Group environmental data FY2020

GHG Emissions



Approx. 600K*3, 4
(t-CO₂)

Volume of Water Consumption



Approx. 130K
(m³)

General Waste Disposal



Approx. 2K
(Tons)

*3 We receive assistance from Waste Box for Recruit Group GHG emissions and energy consumption calculations complying with GHG protocol. Scope 2 is calculated based on market-based figures.

*4 The total of scope 1, 2, and 3 emissions in FY2020.

Progress in FY2021

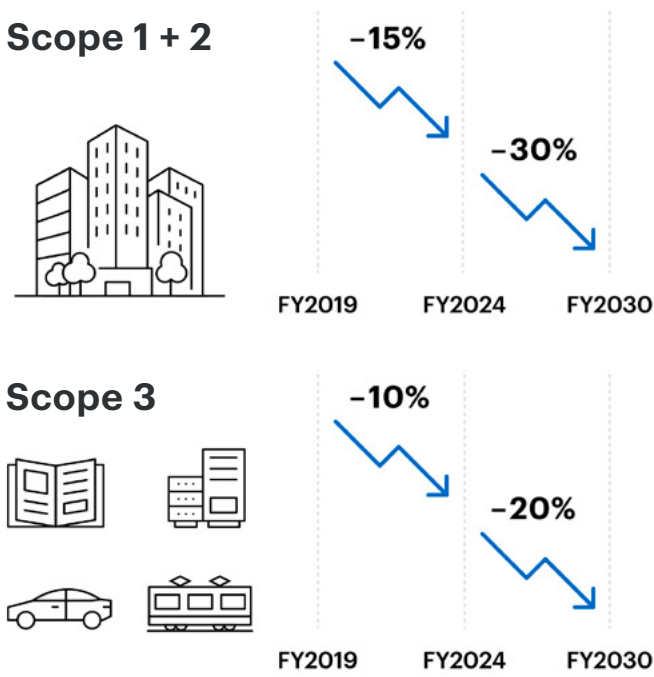
Achieved carbon neutrality throughout our business activities*2

We expect to have achieved our short-term goal as planned by reaching carbon neutrality in the amount of greenhouse gas (GHG) emissions throughout our business activities (scope 1 and 2) in FY2021

(scheduled to obtain an accredited third-party assurance on the amount by December 2022)*2, 3, especially by switching the office power to a more energy saving source or renewable energy.

Set a three-year target to achieve carbon neutrality throughout our entire value chain*4

To accelerate our efforts to become carbon neutral in GHG emissions throughout our entire value chain (scope 1, 2 and 3), we have set a three-year reduction target*5 that aligns with the science-based 1.5°C pathway*6, an international framework that aims to limit the increase in global average temperature to less than 1.5°C above that of the pre-industrial era. In addition, we will accelerate our efforts by linking the degree of achievement of the three-year target to a portion of the long-term incentive compensation for executives in charge of driving and realizing the target.



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

*3 The Company will have achieved its FY2021 goal of carbon neutrality throughout its business activities upon completion of the following steps: Conducted measurement of FY2021 GHG emissions, obtained an accredited third-party assurance on the amount by November 2022, and offsetting of those emissions.
*4 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 scope 1, 2 and 3.

Committed to science-based emissions reduction targets (near-term), in line with the SBTi*7 1.5°C pathway

To achieve carbon neutrality throughout our value chain*4, we set science-based GHG emissions reduction targets in June 2022. In addition, we set near-term targets aligned with the SBTi 1.5°C pathway*6.



Our goals for FY2022

Accelerating initiatives to reduce GHG emissions

To achieve our three-year target, in addition to reducing energy consumption in our offices and switching to a renewable energy power menu, we will accelerate efforts to reduce scope 3 emissions in the value chain, which account for 97% of the Group’s GHG emissions.

In particular, we promote remote work to reduce emissions from commuting, as well as partner engagements with companies in the value chain. In FY2022, we have been strengthening engagement activities, expanding partnerships, and planning and implementing specific measures to reduce the emissions in the value chain together.

*5 The GHG emission reduction target is based on the results from FY2022 to FY2024.
*6 The GHG emission reduction target established in line with the science-based decarbonizing level of limiting global temperature rise to 1.5°C compared to the temperature before the Industrial Revolution, which was reported by the Intergovernmental Panel on Climate Change (IPCC).

Realizing a genuine commitment to 100% renewable electricity

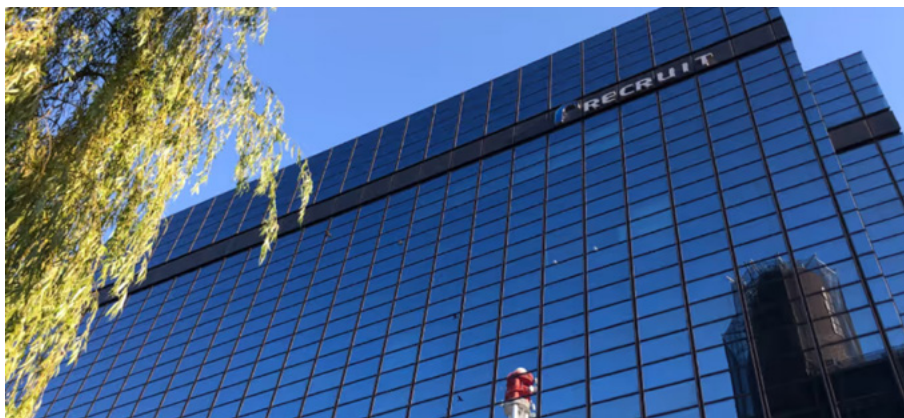
To achieve carbon neutrality, for offices that cannot transition to more energy-saving menus or renewable energy power plans, we use Renewable Energy Attribute Certificates*8 which satisfy the strict criteria of RE100*9. Even after that, if there are any residual emissions, we use removal credits that connect to solving various SDGs issues including climate change to contribute to the planet and environment as a whole, for example tree planting removal credits certified by international accreditation bodies.

*7 The Science Based Target initiative (SBTi) is a joint initiative by WWF, CDP (former Carbon Disclosure Project), World Resources Institute (WRI), and the United Nations Global Compact. SBTi is encouraging companies to set reduction targets consistent with scientific knowledge in order to achieve 1.5°C Pathway.
*8 Renewable Energy Attribute Certificates represent electricity generated and delivered to the grid from a renewable source. They comply with the Greenhouse Gas Protocol which establishes global standards to measure and manage emissions.
*9 Referenced the RE100 TECHNICAL CRITERIA Version 3.0

Each company under the Recruit Group umbrella is taking advantage of its specific business characteristics to reduce its GHG emissions.



Powering our offices the renewable way

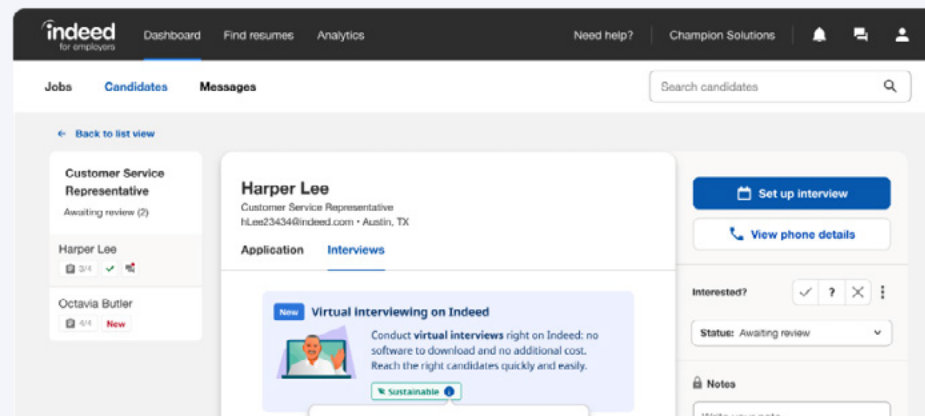


We are shifting toward renewable energy power at our offices as a way to reduce greenhouse gas (GHG) emissions resulting from our business activities. As of FY2021, the switch to renewable power is progressing smoothly at our larger offices, such as the Osaka Umeda Twin Towers North and Kudanzakaue KS Building.

To make a significant impact in this area, the understanding and cooperation of building owners are essential. At Recruit, we work closely with our building owners by sharing our goals and commitment to climate change countermeasures and help foster greater understanding around the importance of renewable energy by having open discussions and working hard to build a culture of trust and cooperation.



Green hackathon — the Indeed approach to tackling sustainability



Indeed is approaching GHG emissions reduction by utilizing the energy and creativity of its staff. The company holds a “Green Hackathon” twice a year where the overarching aim is to contribute to reducing GHG emissions through Indeed’s products, services and technologies. At the event, participants identify environmental issues they aim to tackle, recruit like-minded team members, and then have three days to put their ideas together before giving a final presentation.

The spring 2022 hackathon resulted in eleven ideas, of which three won the Environmental Impact Award, an internal award given to new ideas to recognize the initiatives that help Indeed accelerate GHG reductions. One of the examples is “Indeed Interviews,” a service highlighting how much GHG emissions can be saved if job seekers choose virtual interviews over in-person ones. The aim of the service is to evolve the existing interview system into one where both the job seeker and the company have a sustainable impact.



Making green a new standard for offices



RGF Staffing, our Group company providing HR and staffing services around the world, is implementing energy efficiency measures to reduce GHG emissions at its offices in different countries and is working toward more sustainable office operations.

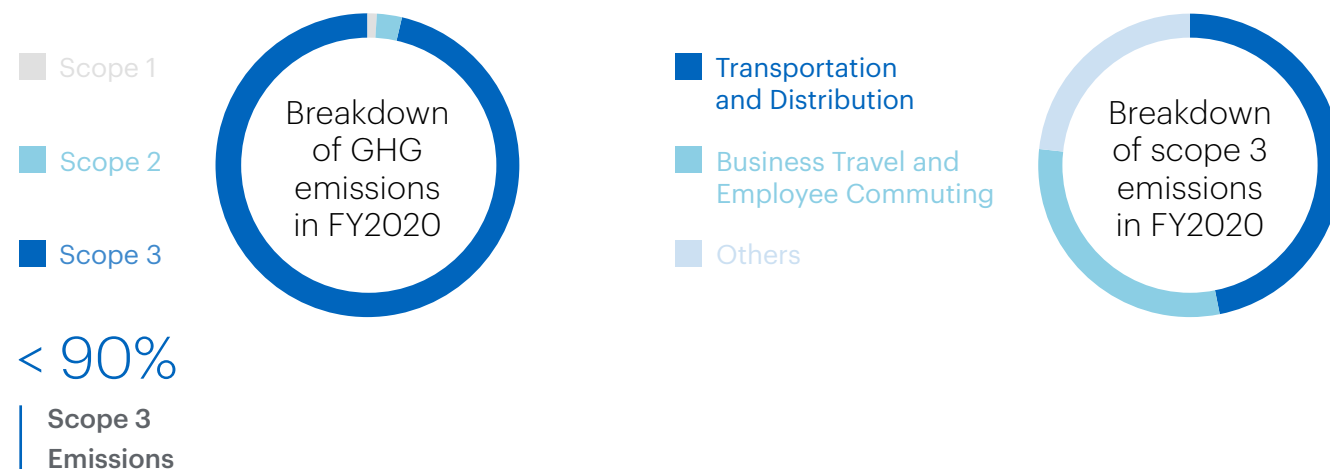
Asia-Pacific

RGF Staffing APEJ has reduced its office size by enabling hybrid working.

Europe

RGF Staffing Germany’s offices are almost entirely powered by renewable energy, and at RGF Staffing Belgium LED lighting and motion detector light switches are becoming the standard. RGF Staffing the Netherlands has created a system for selecting energy-efficient spaces when choosing a new office location and is also testing new energy-saving technologies at one branch, with a view to rolling out the technology across all branches if found to be effective.

To reduce scope 3 GHG emissions, which account for 97% of Recruit Group's overall emissions, we are strengthening collaborations with partners in the value chain.



Employee transportation — a hybrid approach for sustainable impact

Our Staffing business's scope 3 emissions can be primarily attributed to the commute and travel of our people, including employees and placed workers, therefore, our staffing companies are actively seeking solutions to accelerate reductions in this area. Current initiatives include

top-down strategic business decisions alongside voluntary grassroots activities initiated by employees.

In the Netherlands, our RGF Staffing team plans to shift its corporate fleet to electric by 2027, and Staff Service Holdings and Recruit Staffing in Japan have also declared they will switch their sales fleet to electric or hybrid vehicles by 2030. Internal grassroots movements to protect the environment are also gaining momentum, with a growing number of employees at RGF Staffing Belgium choosing to commute by bicycle. Similarly, an employee carpooling scheme is in development at RGF Staffing the Netherlands.



An RGF Staffing employee driving an electric car to see clients.

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

Utilizing partnerships to boost the speed and reliability of GHG emissions measurement and reduction

Recruit is approaching scope 3 GHG emission reduction collaboratively by focusing on refining emission measurements with partner companies, including NTT DATA Corporation (hereinafter referred to as "NTT DATA") and Japan Airlines Co., Ltd. By understanding our scope 3 emissions in greater detail, we can consider more effective and specific measures to reduce them. We have shared

each company's mid- to long-term visions for GHG emission reduction and discussed how best to refine the measurements. By cooperating, we can accelerate the scale and speed of overall reductions.

We will continue to work with partners to develop useful example cases that can be shared with and used by businesses across Japan to help decrease emissions.

Aiming to accelerate Japan's decarbonization efforts through partnerships

NTT DATA has been working on refining emission measurements from an early stage, and their knowledge bank has helped us accelerate our own efforts. Toru Shimogaki, manager of the

Green Innovation Promotion Office, Sustainability Management Promotion Department, NTT DATA Corporate Headquarters, gave us some insight into future prospects.

What was your reaction to this initiative which aims to contribute to the reduction of emissions of Japan as a whole?

Decarbonization requires cooperation across the entire value chain, so collaboration with partners is extremely important. We are very grateful that an ambitious company like Recruit came to us to realize such a high aspiration. At the start of our partnership, we proposed refinement steps based on the knowledge gained through discussions with other partner companies and on the trends in global rulemaking. In the future, I would like to increase the number of companies strategically aiming for decarbonization, just like Recruit.

What are your future challenges and what do you expect from Recruit in strengthening the partnership?

To continuously reduce scope 3 emissions, creating rules for calculating and exchanging emissions is a must, so I would like to promote decarbonization initiatives through rulemaking with Recruit. We also expect Recruit to lead the decarbonization efforts in Japan because its businesses are deeply rooted in people's lives in various fields such as travel, dining, beauty, and housing.

We only have one planet, and everyone has a responsibility to protect the health and longevity of our home. Recruit Group has committed to climate action by setting climate change countermeasures and is implementing initiatives based on climate change scenario analysis.



Scientists have predicted that a rise in average global temperature brought about by climate change will likely cause a major impact on the environment and the earth's ecosystems. Significant environmental changes will directly affect the activities of corporations, and therefore we must analyze the potential risks. However, it is challenging to determine the direct course of action because the exact environmental changes we will experience remain unclear. Therefore, we studied multiple scenarios to envisage the future environment surrounding our business and to analyze the assumed risks and opportunities we may encounter due to rising temperatures*2.

We based our assumptions on two scenarios, the "4°C Scenario"*3 and the "1.5°C Scenario."*4 The former assumes a significant impact on the natural environment and ecosystems, while the latter implies a relatively substantial climate change response burden on the company side. Under each scenario, we considered the risks and opportunities posed to Recruit Group's business in the short, medium, and long term and performed a thorough assessment of the likelihood of occurrence and financial impact. The risks and opportunities for change identified through evaluation were labeled as "significant impacts." Then, after consultation with the Sustainability Committee and the Board of Directors, we resolved our course of action.

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

*2 In this scenario analysis, we refer to reports issued by international organizations such as the IPCC (Intergovernmental Panel on Climate Change) and the International Energy Agency (IEA) and equivalent research organizations.

*3 Environmental changes assumed when the global average temperature rises by 4°C compared to pre-industrial levels.

*4 Estimated changes in the environment if the global average temperature rise is limited to 1.5°C above pre-industrial levels.

*5 "↗" indicates that the likelihood of occurrence is expected to increase toward FY2030, and "→" indicates that the likelihood of occurrence does not change significantly.

*6 The estimated carbon tax in FY2030 is based on the following assumptions:

- Carbon tax price: \$300/t-CO₂ (Ref. IPCC SSP Database)
- The Company's GHG emissions throughout its business activities (scope 1&2): Approx. 12,000t-CO₂ based on the assumption that there is no change in the scope 1 emissions from FY2019. The emissions from scope 2 are assumed to be 0t-CO₂ by switching to renewable energy from FY2021.

*7 "↗" indicates that the likelihood of occurrence is expected to increase toward FY2030.

Climate-related risks

The main risks posed by climate change include soaring carbon credit prices, taxes, and timber and transportation costs. In response, we aim to achieve carbon neutrality in terms of GHG emissions throughout our business activities and value chain by FY2030, and have already implemented various risk mitigation measures.

Key Climate Change Risks	Likelihood	Financial Impact	Risk Mitigation Measures
1. Increase in price of carbon credits to achieve carbon neutrality	High ↗*5	High	Aim to become carbon neutral through our business activities and value chain by FY2030. Aim to achieve further enhancements in energy efficiency and switch to renewable energy at our facilities. Aim to achieve actual reduction of GHG emissions by promoting remote work and engaging with key stakeholders in our value chain alongside other initiatives.
2. Introduction of carbon taxes and possible increase in price	High ↗	Low (Approx. 400M yen*6)	
3. Increase in timber/ transportation cost	High ↗	High	Continue agreements to source a stable supply of low-GHG emission paper for our information magazine business. Continue engagement with paper manufacturers.
4. Submerged/damaged servers	Low →*5	High	Begin monitoring flood or damage risks of areas where our servers are located. Consider relocating servers or substituting with alternatives if risks exceed a certain level.

Climate-related opportunities

The main opportunities for change derived from environmental shifts include new employment needs and necessary changes in work styles as we transition to a low-carbon society. For example, the demand for staff with specific environmental knowledge and skill sets will increase as society focuses on countermeasures to combat climate change. Workstyle needs will also have to diversify if the place and time of work change due to rising temperatures. We anticipate that if we can speed up the alignment of job matching with these changes, it will lead to significant business opportunities. Our team will continue to monitor global trends and assess the scope of impact derived by climate change. Based on our findings, we will take the most appropriate action with a view to expanding our business opportunities.

Key Climate Change Opportunities	Likelihood	Financial Impact
1. Accommodate workforce shifts as an adaptation to climate change	Medium ↗*7	High
2. Accommodate employment needs resulting from the societal transition toward lower-carbon emissions	High ↗*7	Medium

Human Capital Management

We believe that each and every one of us at Recruit Group is the engine that drives our value creation, which leads to a positive impact on society and the planet.

"Bet on Passion," one of Recruit Group's core values, is based on respecting and leaning in on individual differences. We respect and welcome our employees' ideas and passion and provide them with plentiful opportunities for growth. This core value has been the key ingredient that has enabled our company's continued innovation and growth for more than six decades. Since our foundation, we have been systematically evolving this idea and it is deeply embedded in the heart of our human capital management philosophy.

Betting on the ideas and passions of our people has always been our competitive advantage. When people are empowered to foster their passion, they are motivated to invent new ways to support our users and the society we live in.

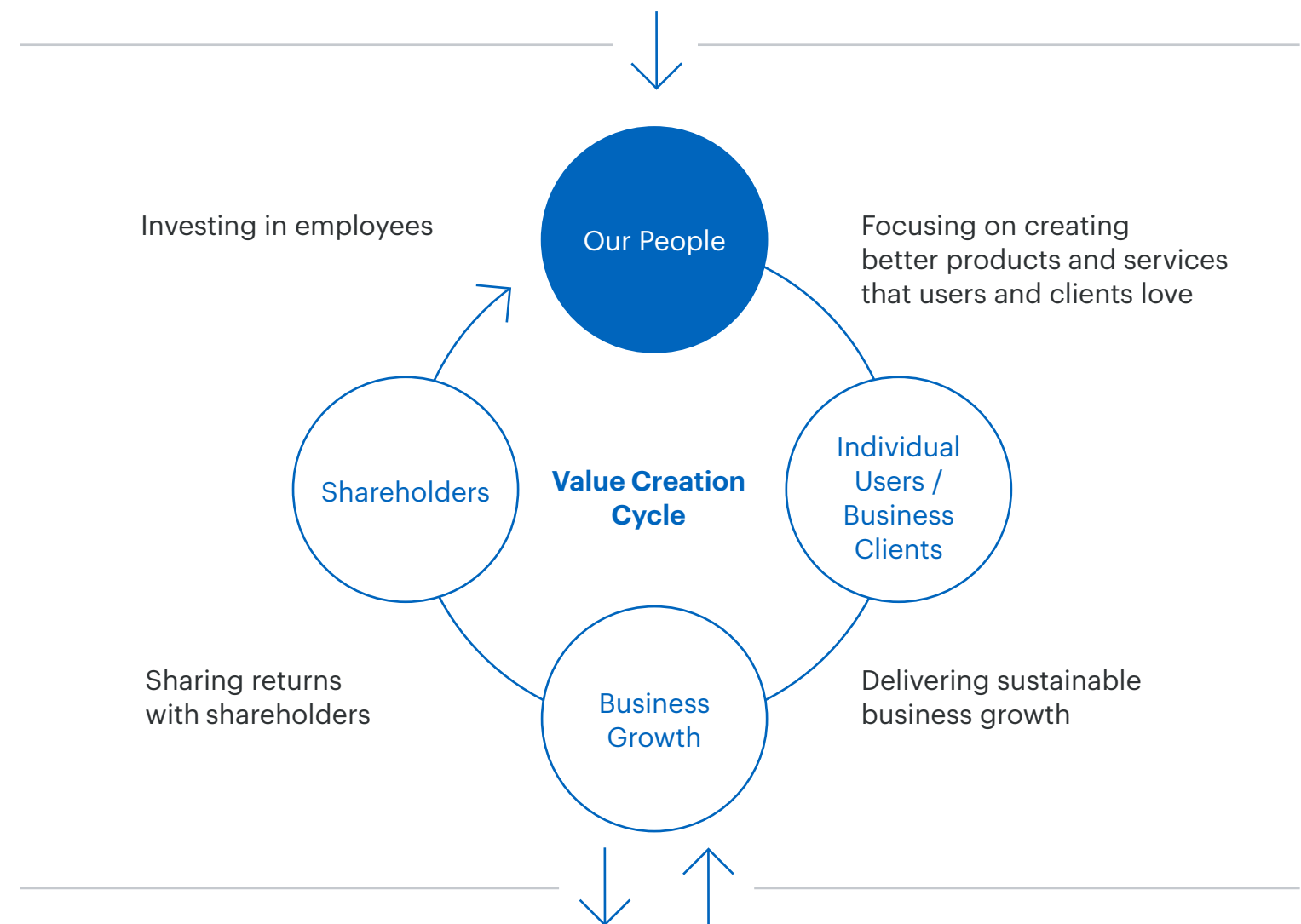
[Learn more](#) ➤

Forbes JAPAN named Recruit Holdings No. 1 in its Human Capital section of 100 Inclusive Company Ranking

Forbes JAPAN independently conducted an evaluation of 1,839 companies listed on the Tokyo Stock Exchange's Prime Market in its December 2022 issue. In its featured stories introducing rankings of sustainable companies focused on "Human Capital", "Diversity", and "Climate Action" categories, Recruit Group's efforts toward its gender parity goal by 2030, as well as updates on its flexible workstyle management systems were well received and recognized. The magazine calculated the Human Capital score based on 16 indexes including labor expense per employee, cash flow per employee, and employee satisfaction rate.

Value Creation Model

Our human capital management system is structured to continually invest in the passion of our people, while fostering a corporate culture of embracing curiosity and passion and inclusive workplace that allows it to maximize its potential.



We believe we can make a positive social impact by resolving social "disadvantages" (inconvenience, dissatisfaction, anxiety), disparities, and inequalities and, by doing so, contribute to enhancing the sustainability of society and the planet so that we all may prosper together.

For a brighter, sustainable world where all individuals can live life to the fullest.

Betting on Passion

Blossoming from the inside out

1. Embrace and capitalize on diverse strengths

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

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

Related Story

[Human resources management at M&S SBU](#) ↗

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

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

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

Related Story

[Ring - The Business Idea Contest](#) ↗
[Indeed University](#) ↗

3. Bank on autonomous growth

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

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

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

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

Related Story

[Message from COO](#) ↗
["Unit Management"](#) ↗

Expert opinions on Recruit Group's efforts



Ranjay Gulati

Professor of Business
Administration at Harvard
Business School

New services are created from a culture where employees are empowered to act as entrepreneurs

I first became interested in Recruit Group when I was researching how to scale a venture company. I learned that Recruit launched an education-related service called "Study Supuri." Originally a start-up with three members, it expanded to a large group of 1,000 staff within a few years, while giving each person a strong sense of purpose. Intrigued, I interviewed several executives at Recruit. As a result, I learned that Recruit's employees are free to think and act like entrepreneurs within the framework provided by the company. Recruit provides pathways for employees to connect their ideas to actual businesses, such as the "Ring" internal business plan contest and an evaluation system called "Will-Can-Must" that clarifies employees' aspirations.

On the other hand, giving employees too much freedom can easily lead to confusion, so a sense of purpose throughout the organization is important. The more global the organization becomes, the more difficult it becomes to maintain a commitment of purpose, but I hope that many new business and services of high social value will continue to emerge from Recruit.

[Learn more ↗](#)



Ben M. Bensaou

Professor at
INSEAD

The key to growth is diverse people with a strong desire to learn

Recruit's strength, which has supported continuous change and innovation for almost 60 years since its foundation, is probably based upon its active talent pool with a high willingness to learn, and its diversity. I first met Recruit and its people more than 20 years ago, and back then, it was ahead of other Japanese firms in the number of women and young managers in its ranks. However, with the rapid progress of globalization, the definition of diversity has naturally expanded. One of the challenges for the future will be whether they can still maintain their strength as a global group operating worldwide.

Another major challenge will be to transfer the culture of innovation creation to their overseas companies. In addition to the supportive attitude that resides in middle managers, Recruit is also equipped with devices such as "Ring" and "FORUM" to make innovation a habit. I'm personally interested to see whether these cultures and mechanisms will be developed even outside of Japan, or whether they can learn from overseas to further strengthen their Japanese businesses. I would like to see them take advantage of the capability and flexibility they have cultivated so far to incorporate the good aspects and high-potential human resources from their global business development. I also hope that they will continue to create synergies with their existing culture and business, and continue to have a significant impact on society.

[Learn more ↗](#)



Martin Reeves

Chairman, BCG
Henderson Institute

Recruit as an Imagination Machine

As a business strategist, Recruit first came to my attention around 2015. It caught my attention as a company that was continuously creating new business models. Since then, I have had the opportunity to participate as a guest at FORUM, a knowledge-sharing event, and to regularly interview Recruit innovators.

Through these experiences, I came to the conclusion that Recruit is a good fit as a company that systematically tries to harness human imagination. Successful companies are founded on imagination, but once they become successful, they often lose their imagination and focus on the financial optimization of their existing business model. However, I felt that Recruit is one of those rare companies where this has not been the case.

As one of the founding members described it as bringing in "intentional chaos," Recruit regularly changes its organizational structure, for example. I hope that Recruit will continue to succeed on a global scale by constantly fueling curiosity and not falling into complacency.

[Learn more ↗](#)

Empowering the talent of tomorrow

"It all begins with doing what you love."

Words to live by from the CEO of Recruit Holdings to middle and high school students.

In July 2022, Hisayuki "Deko" Idekoba, President and CEO of Recruit Holdings, spoke at his alma mater, Shigakukan Junior and Senior High School in Kagoshima Prefecture, southern Japan. He impressed on the students that even great work and achievements with global reach start with a single person's desire to pursue what they want to do. Deko asked the audience to begin their journey by looking at their immediate surroundings and searching for what they love and what they want to do. Here are some extracts from his speech, with hints on how to find and bet on your passion.



What does it mean to "make it" anyway?

I'm sure that at least one adult has said to you at one time, "If you want to make it in life, you have to study hard." When I was a child, my family had no money, and so I thought that someone who had "made it" meant someone rich. With this in mind, I studied hard to get into a good university. This paid off, and I got a place at a university in Tokyo, where I started thinking about how I too could become successful. These were the early days of the Internet, and people were beginning to understand its potential. I learned how to make websites, and soon a friend's father asked me to make one for him, in exchange for 300,000 yen. I kept doing that, and before I knew it, I was finding success.

My dream had come true — so I started spending the money I earned through my successes. I bought the car of my dreams, about 100 CDs, and ate great food.

But to be honest, I didn't enjoy it. When the money ran out, I would have to earn it again, so I got into a cycle of working and making money, spending it, and then starting again. This led me to ask myself, "What does it mean to 'make it'? Are you 'somebody' if you become rich, famous, or influential?" If you think about it, these are just the opinions of people around you. I realized that "making it" is just an external evaluation of your status.

I was working all the time to make money, and then I realized this was the same situation I had been in at school where the adults around me told me that I had to "study hard to make it." After that, I became bored with my work — and that's when I met a company called Recruit.



My sudden wake-up call: life is precious

Nowadays, if you want to make a salon appointment or book a hotel, you can just do it online. But when I joined Recruit, the usual way was to look at magazines and make reservations by phone. I saw an opportunity, and assembled a team to create a booking site. At first, only a handful of hotels could be booked on "Jalan net." So, I hit the streets and visited hotels in various locations to ask them to use our service, and that's how we grew the site. It was hard work, but it was fun.

However, I worked so hard that I developed a life-threatening hole in my stomach. As soon as I woke up in the hospital room, my first question to the doctor was, "When can I go back to work?" The doctor was taken aback and said, "You should be happy that you have woken up. You could have died." He then struck me with words I'll never forget — "You need to think seriously about how you live your life."

Staring at the hospital ceiling for three weeks while hooked up to an IV drip, I reflected on my life. I thought, "I don't care about becoming rich or being told that 'I'd made it'." After all, I'd almost died! At that moment, I resolved to follow my own path. I would only do what I wanted to and not get swayed by the opinions of others who might comment on my

successes and failures.

One day after leaving the hospital, I was waiting for a bus when I overheard two women talking about Hot Pepper Beauty, a hair salon reservation service I had created. One of the women said, "Do you know this app? You can make reservations immediately. It's super convenient, you should definitely try it!" Seeing people using the service I'd created made me very happy, and then it hit me: this is what I really want to do!

To highlight my point, Dr. Nakamura, who saved 650,000 lives in Afghanistan; Tsuda Umeko, a Japanese educator and a pioneer in education for women, and Jean-Henri Fabre, an author known for *Souvenirs Entomologiques* — a book that opens a window into the lives of insects — all achieved recognition and could be said to have become successful, but external recognition wasn't their motivation. They worked hard at what they wanted to do and what they loved, and as a result, they "made it."

So, what was I going to do next? I had already created a site that 10 million people in Japan use, so my next goal was to create a site that 7 billion people use. That was my motivation for moving to the U.S.: to create something that would be used by people worldwide.

Empowering the talent of tomorrow

Experience various things and find out what you love.

But when I finally went to the U.S., I couldn't speak English. No wonder, I guess, because I hated studying English when I was a student (laughs). I couldn't even order a hamburger. I realized that I would never be able to make a product that people around the world would use — let alone survive in the country — if I didn't do something about this, so I started studying. I needed a way to motivate myself. I love comedy so I watched hundreds of hours of American comedy shows. I imitated the jokes and gradually improved my English. If I had just been staring at a textbook, I might never have made any progress.

I realized that I could do the things I wanted if I was doing something that I loved. How about all of you? Have you figured out what it is that you love?

Today, about 300 million people worldwide use our job-search service on a monthly basis*1. We are thrilled to receive many thank-you emails from people saying they were able to find new jobs, especially from India and Africa, where our user base is expanding.

I want to focus on helping billions of people worldwide through our service rather than trying to be rich. Thinking about what I can do to help more is what I now love the most. I want to encourage everyone to experience all kinds of things without fear, find out what you love, and be the person that you want to become.



Event report: CEO Hisayuki “Deko” Idekoba’s Approach to Innovation

Continuing to develop innovative products requires a unique approach to leadership. In this article, we bring together insights from Deko's media appearances and presentations conducted during the first half of fiscal year 2022.

[Learn more ↗](#)



*1 Internal data, an average of each month's total of distinct cookie IDs visiting Indeed's site between April – September 2022

Foundation of Our Impact Creation

Sustainability Transformation (SX)

Sustainability Management

Recruit Group seeks to make a positive impact on society and the planet through corporate activities that allow us to prosper together with all of our stakeholders. Through stronger stakeholder engagement, we can identify opportunities for contribution and pinpoint risks for mitigation. We have also built a management system where all our corporate activities are driven by our sustainability policy.

Sustainability policy

We believe that sustainable growth is driven by making a positive impact on society. We will refine our focus on sustainability to realize our mission: “Opportunities for Life. Faster, simpler and closer to you.” To accomplish this mission, we have formalized and will continue to bolster our Action Guidelines and [Our Commitment to Sustainability](#), which guide all our activities.

Action guidelines

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

Our governance system: The Sustainability Orbit



At Recruit Holdings, we are in constant dialogue and communication with both internal and external stakeholders — such as employees and investors — to assess global trends and gauge societal needs and expectations from a holistic perspective. The Sustainability Committee, which includes external experts and internal management, subsequently engages in in-depth discussions on the important sustainability issues of Recruit Group and the activities to help us achieve our sustainability commitments. Based on such discussions, Recruit Holdings’ Board of Directors assesses the progress of activities and plans and pushes forward specific sustainability activities in line with our guiding principles.

[Learn more](#) ↗

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

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

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

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

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

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

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

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

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

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



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

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

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

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

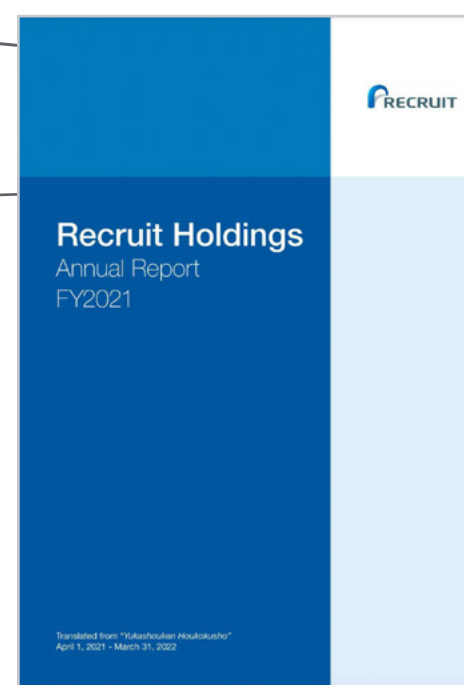
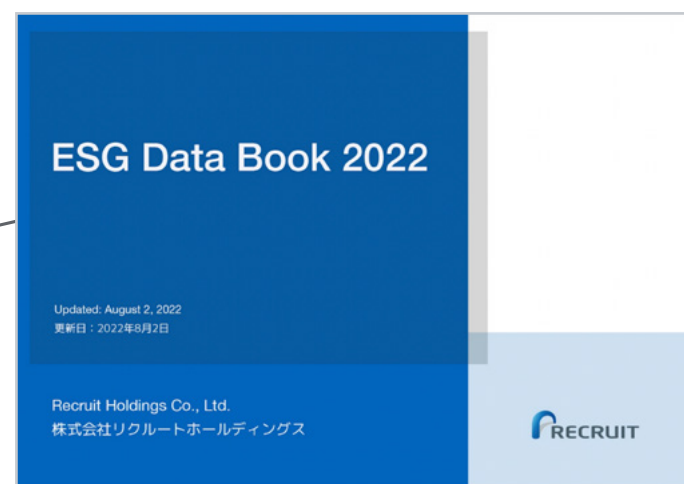
*5 Senior executive roles are defined as Corporate Executive Officers and Corporate Professional Officers of Recruit Holdings and Matching & Solutions Strategic Business Unit (SBU), as well as CEOs of Recruit Group’s major subsidiaries and heads of key functions in the HR Technology and Staffing SBUs.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

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



05 Reports Hub

For further information on Recruit Holdings' ESG-related activities, please refer to the reports linked below.



ESG Data Book [➤](#)

The "ESG Data Book" is a comprehensive guide to Recruit Group's environmental, social and governance (ESG) data and activities. It is organized by category for easier reference and produced for the benefit of our stakeholders with a great interest in ESG investment.

RECRUIT GROUP PROFILE 2022 INSIDE OUT

Annual Report FY2021 [➤](#)

Translated from "Yukashouken Houkokusho"

This document lists Recruit Holding's annual financial results for FY2021 alongside the company's ESG initiative progress and TCFD disclosures.

Financial Results and Regulatory Disclosures

Earnings Releases [➤](#)

Corporate Governance Report [➤](#)

About Recruit Group Profile: Inside Out

Recruit Group Profile: Inside Out is an annual summary report showcasing Recruit Group's corporate activities. Most of the articles are based on stories first featured on our corporate website and corporate blog "Inside Out", which portrays our journey toward achieving the Group's mission: "Opportunities for Life. Faster, simpler, and closer to you."

Our blog, Inside Out, illustrates how our internal corporate activities (Inside) are expanding beyond Recruit Group and impacting people worldwide (Outside), and the Recruit Group Profile aims to provide a comprehensive annual summary of these activities in an easy-to-digest format, meeting the needs of our diverse stakeholders.

Financial and non-financial information that is mainly of interest to capital market stakeholders, such as our business performance, business strategy, governance, risks, etc., is available in our Annual Report, and we would encourage stakeholders to read that in conjunction with this publication.

This year's edition incorporates a number of updates, including progress reports on our three long-term management strategies. It details how these have helped us navigate a dynamically changing social and economic landscape, against the backdrop of challenges and uncertainties.

To keep up to date on our activities, please visit our corporate website and blog, and follow us on our official LinkedIn account for our latest featured topics.

Recruit Group Profile: Inside Out Editorial Team
November 2022



Follow us on LinkedIn



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.

Editorial team's favorites



Yukiko

"Inside Out" stories of the executives that were gathered using our in-house network.

Liz

It's great to see the progress made on the activities featured in the "Our Impact" section.

Mizuho

We had fun creating customized illustrations based on the themes. I hope everybody enjoys them.

Yumiko

Everything under environmental initiatives Especially the approach to reducing scope 3 emissions.

Minori

Our Strategies section, where I feel very excited and proud of how we envision to change the future of work.

Joseph

I love the annual evolution of the cover design — familiar but fresh!

Report period

Recruit Group Profile 2022: Inside Out covers the period between April 1, 2021, and March 31, 2022. Some references are made to dates before and after this period.

Version 1.2 Published December 2022

Contact Recruit Holdings via our website