

Recruit Holdings

ESG Fireside Chat

07.04.2023



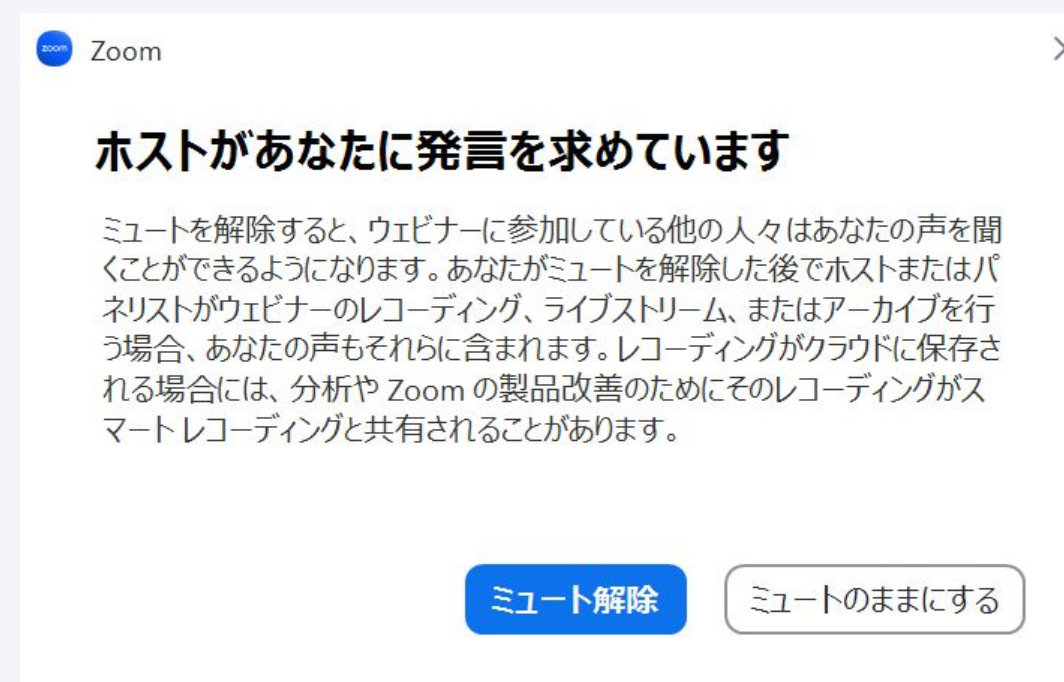
Q&A: For those participating via live streaming from our web page

Access to Our Google Form from the following URL / QR code and submit your question!



<https://forms.gle/izhuPrmiipWxzw1P9>

ご質問されたい方は「挙手」を押下してください
音声(=お手元のデバイスのマイク)を使用します



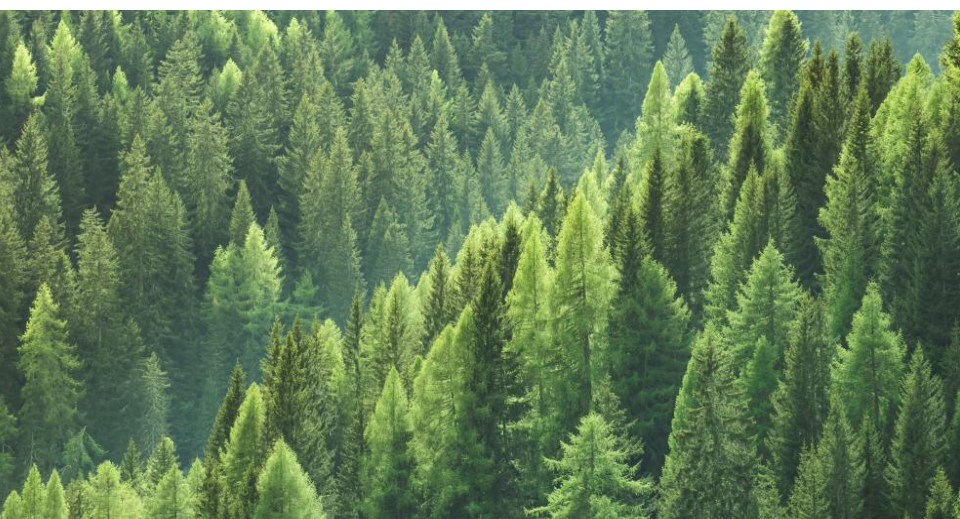
ご質問方法

- 司会者より「挙手ボタンを押してください」とお声がけいたします
- ご質問をされたい方は、デバイス画面下の「挙手」ボタンを押してください
- 複数のデバイスでログインされている場合は、どちらか片方のみで挙手してください

ご回答方法

- 司会者が順番にお名前をお呼びします
- 指名された方はデバイスの画面に「ミュート解除」が表示されますのでタップしてください
- 司会者が「では、お話しください」とお声がけしましたら質問をお願いします
- ご質問はお一人様、2問までとさせていただきます

Our Commitment to Sustainability by FY2030¹



E Environmental Climate Action

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

S Social Social Impact

Shorten the time it takes to get hired by half by FY2030³
Help 30 million people facing barriers get hired by FY2030⁴

S Social Our People

Achieve gender parity across all employee levels by FY2030⁵

G Governance Corporate Governance

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

1 The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.
2 Carbon neutrality includes reducing greenhouse gas (GHG) emissions as well as offsetting the remaining emissions. GHG emissions throughout business activities are the sum of direct emissions from the use of fuels in owned or controlled sources (Scope 1) and indirect emissions from the use of purchased electricity, heat, or steam in owned or controlled sources (Scope 2). GHG emissions from the value chain are indirect emissions other than Scope 1 and 2 (Scope 3). The entire value chain represents the total of Scopes 1, 2 and 3.
3 The period from the time a user starts an active job search on the Indeed job platform to the time the users confirm receipt of a job offer.

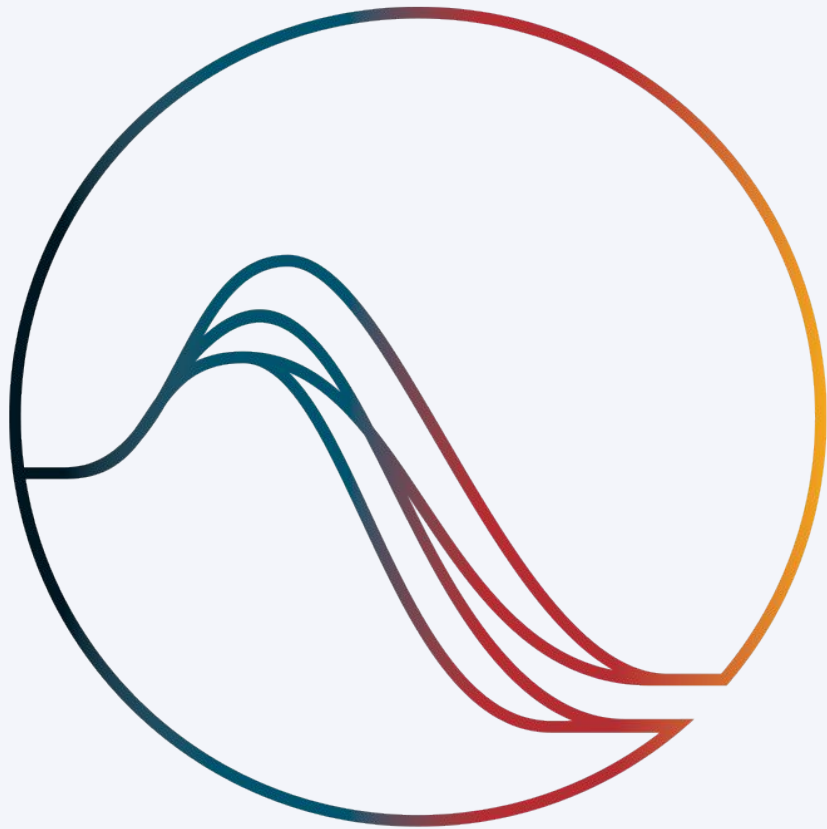
4 The initiative as of today includes providing assistance through the Company's online job platform, and through partnerships with NPOs and other organizations with whom the Company collaborates. The Company may also aim to reduce other various barriers, including newly emerging issues in the labor market by FY2030.
5 All employee levels refer to the following three groups including all employees, managerial positions, and senior executives. Senior executive positions are defined as Senior Vice Presidents and Corporate Officers of Recruit Holdings and Matching & Solutions Strategic Business Unit (SBU), and CEOs of the Company's major subsidiaries and heads of key functions in the HR Technology and Staffing SBUs. Figures for managerial positions and employees are calculated from Recruit Holdings, SBU Headquarters, and primary operating companies of each SBU. Managerial positions mean all of those that have subordinate employees.
6 The Board of Directors members are defined as Directors of the Board and Audit & Supervisory Board members.

Achieved Carbon Neutral throughout Our Business Activities in FY2022¹



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

Our GHG Emissions Reduction Target is Certified by SBTi¹



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

¹ Near-term targets to 1.5°C is a short-term target defined by the Science Based Targets initiative (SBTi) and established in line with the science-based level of reduction in GHG emissions required to limit the global temperature rise to below 1.5°C compared to the temperatures before the Industrial Revolution.

Shorten the time it takes to get hired by half¹

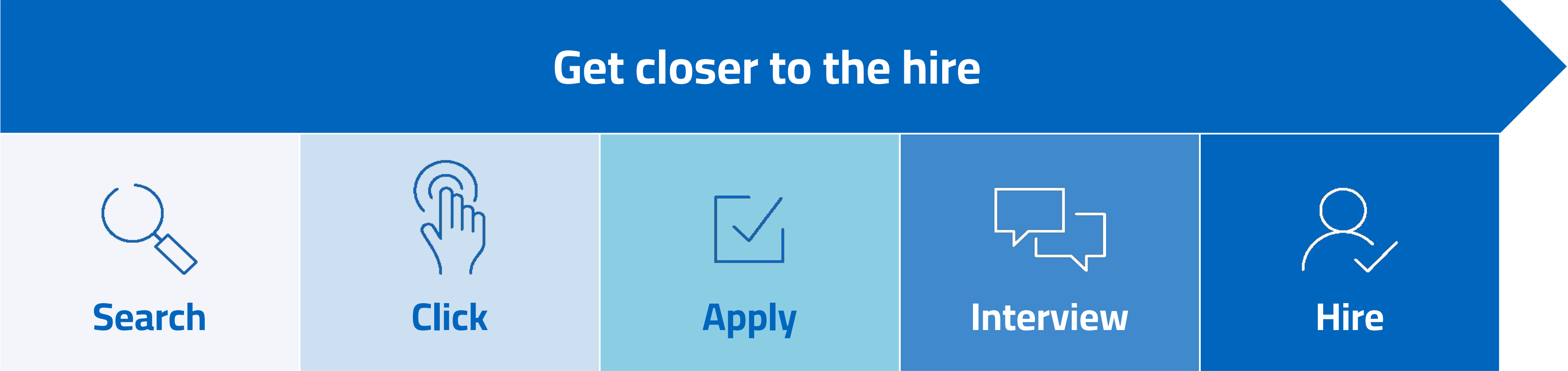


1/2 by FY2030



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

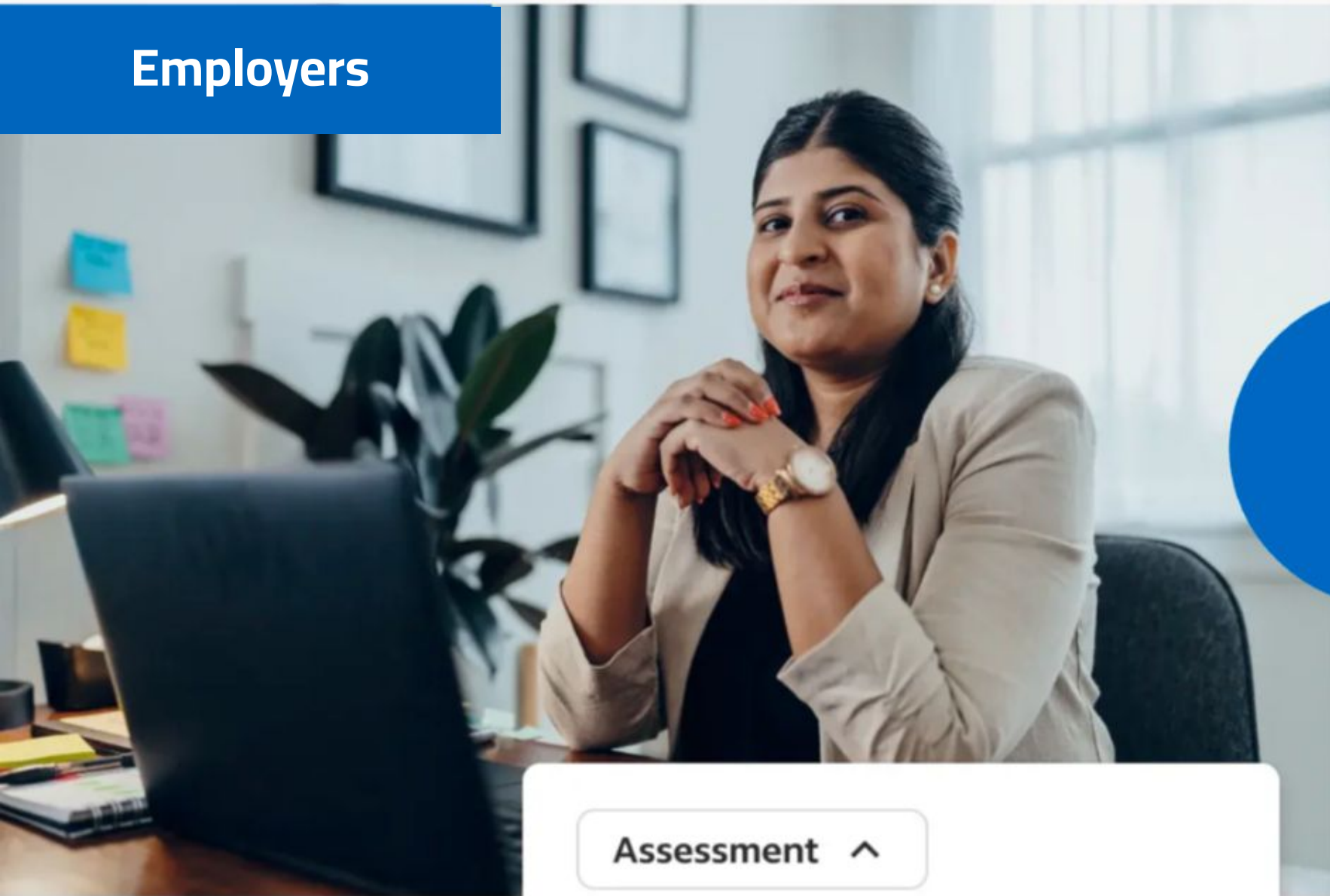
Shorten the Time it Takes to Get Hired by Half by FY2030¹



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

Indeed Assessments Enabled 16%¹ Faster Hiring

Employers



Assessment ^

- ✓ Languages: English, Spanish
- ✓ Data management

Job Seekers



Jan Kowalski

- ✓ Overall assessment
- ✓ Education
- ✓ Languages
- ✓ Skill: Data management

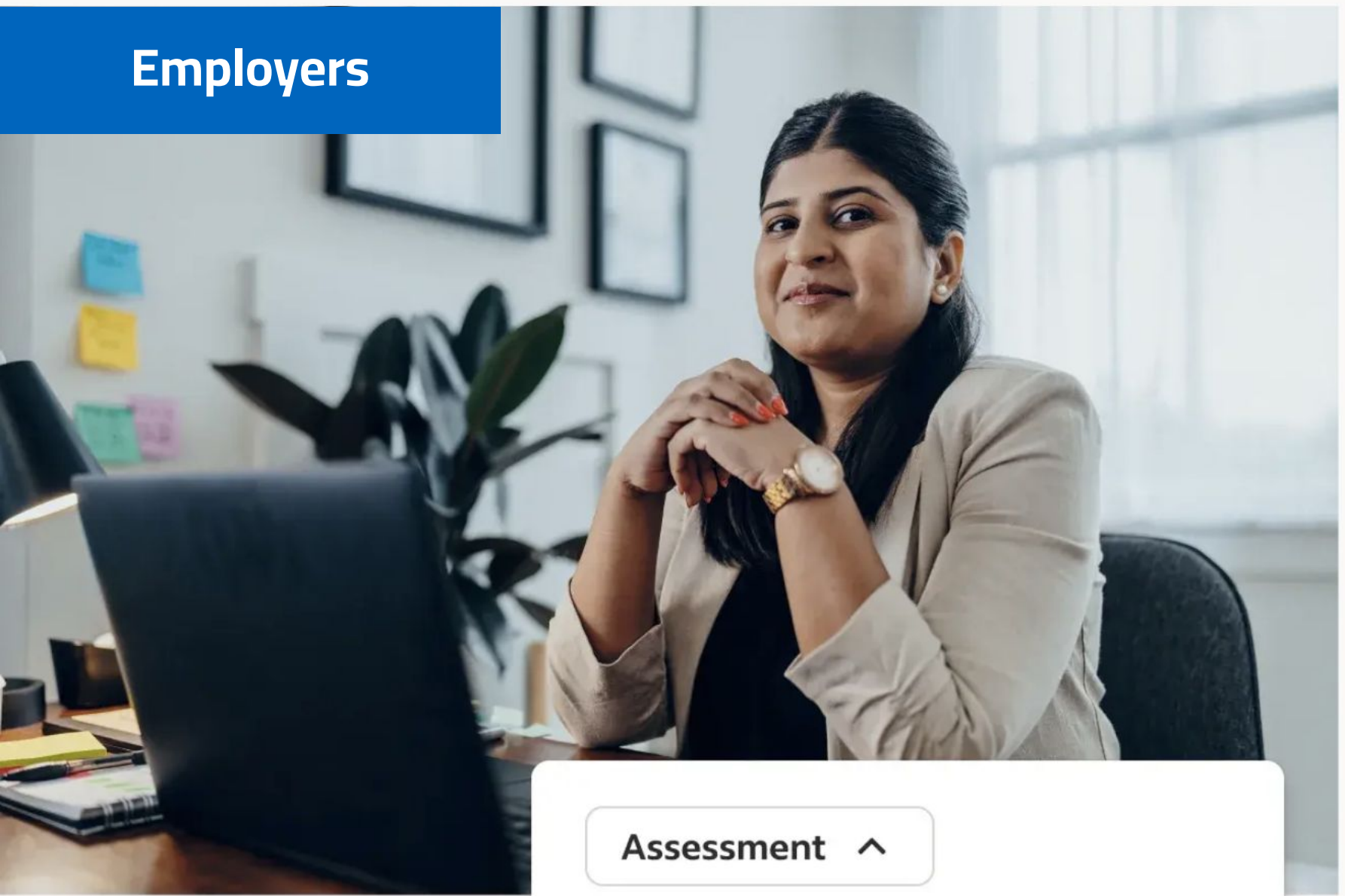
Invite to interview



¹ For jobs on Indeed that (a) were less than 14 days old and (b) had applications between 1st November 2022 through 31st December 2022, an analysis revealed statistically significant difference in the number of days for an employer to make a hire on Indeed between jobs that use Assessments and those that did not. Time to hire was defined as the difference between the day the job was posted on Indeed to the day that the job was closed by the employer with the reason that the employer hired a candidate on Indeed.

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- Data management

16% Faster Hiring

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Identified Five Common Barriers



Education



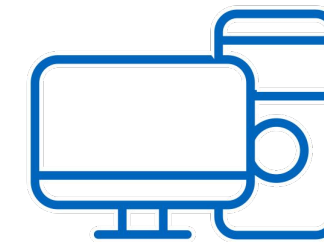
Criminal Records³



Accessibility



Military Experienced⁴



Work Essentials⁵

Help
30 million¹
People Facing
Barriers Get Hired
by FY2030

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

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

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

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

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



Education

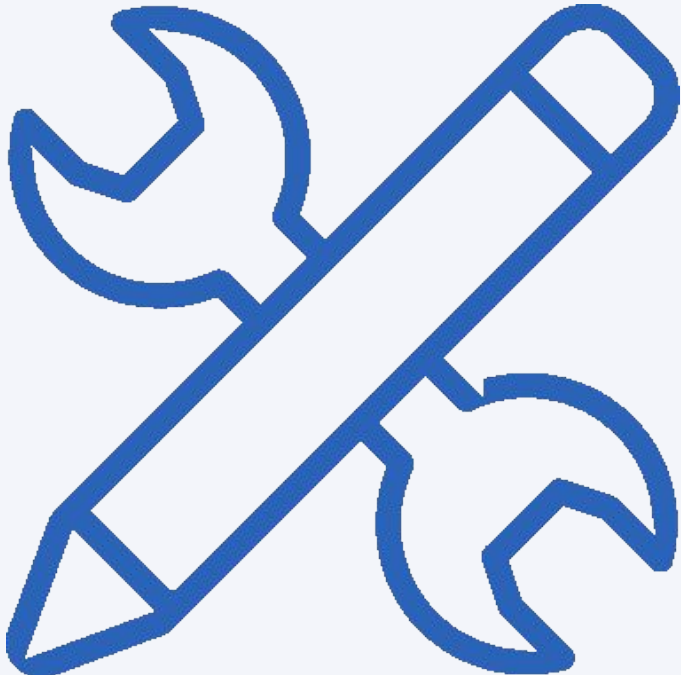


Skills & Abilities

Education: A Common Barrier around the World

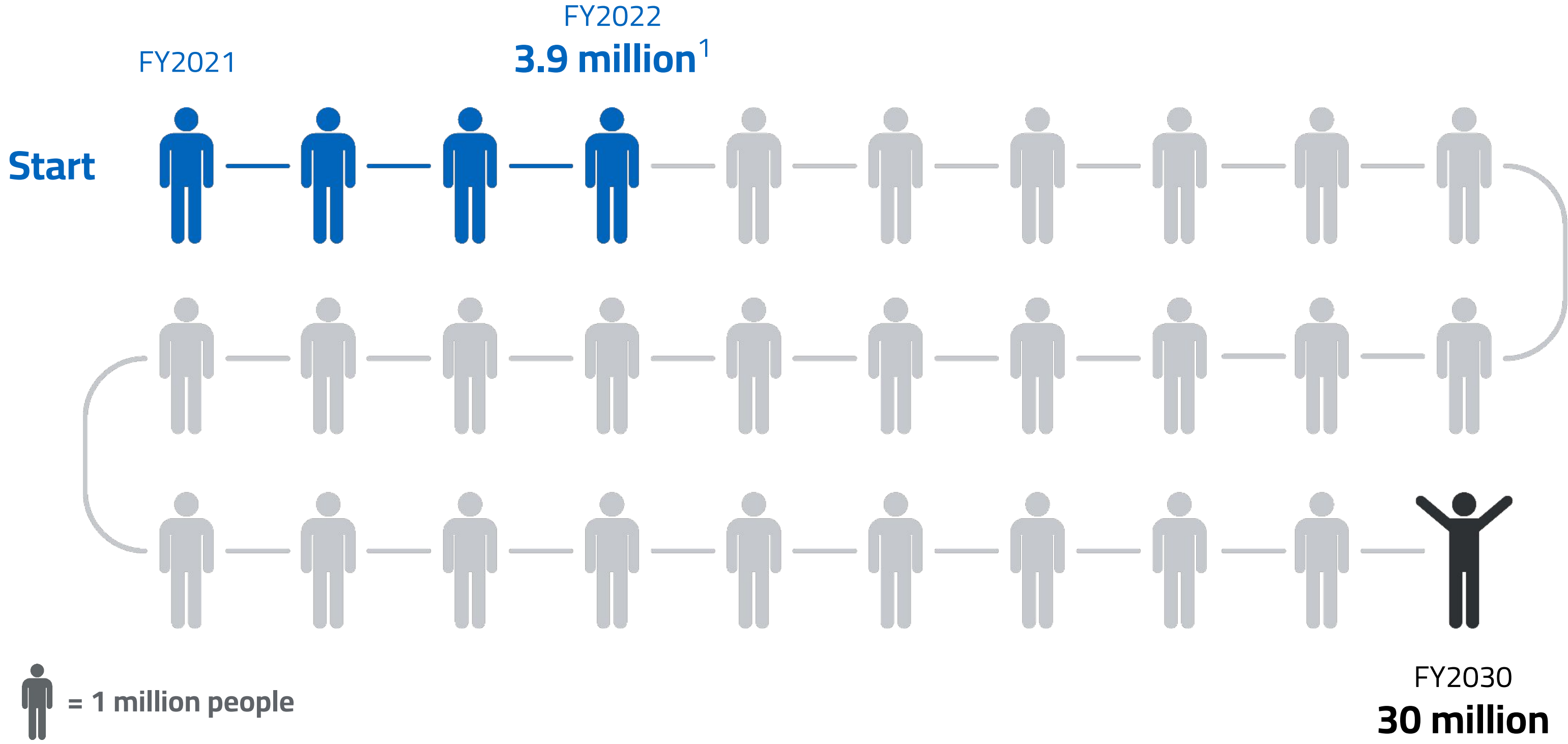


Education



Skills & Abilities

Helped 3.9 million Job Seekers Facing Barriers



1 Represents number of hires made on Indeed reported from both job seeker and employer sources through our Hired Signal measurement, from May 1, 2021 - March 31, 2023 globally for job seekers who faced at least one of the following barriers: education, criminal record, military experience, disability or lack of essential resources such as a computer or internet access.

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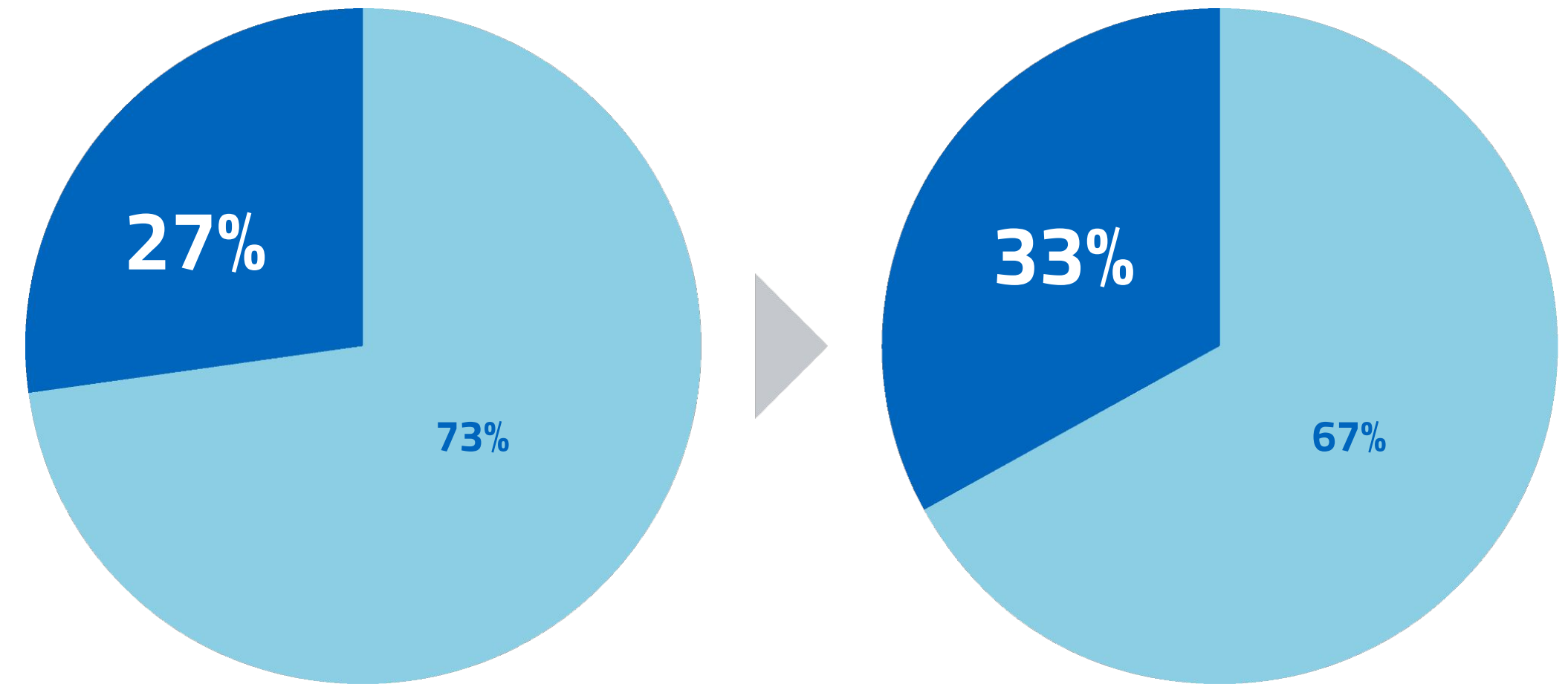
Percentage of Women in the Boardroom²

Gender

● Women ● Men

July 2022

July 2023



Representation of Women¹ Approximately

50%

by FY2030

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

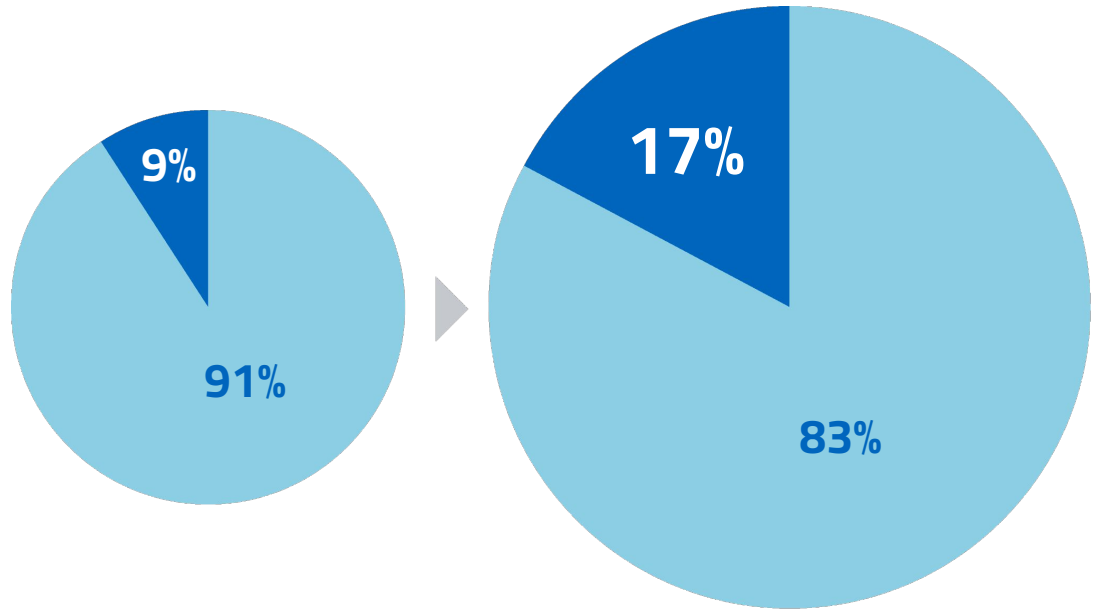
² Percentage of women on the Board of Directors as of July 1, 2022 and 2023. The percentage will reach approximately 33% if the appointment of candidates for election at Annual General Meeting of Shareholders, to be held in June 2023, is approved.

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Improved Boardroom Diversity

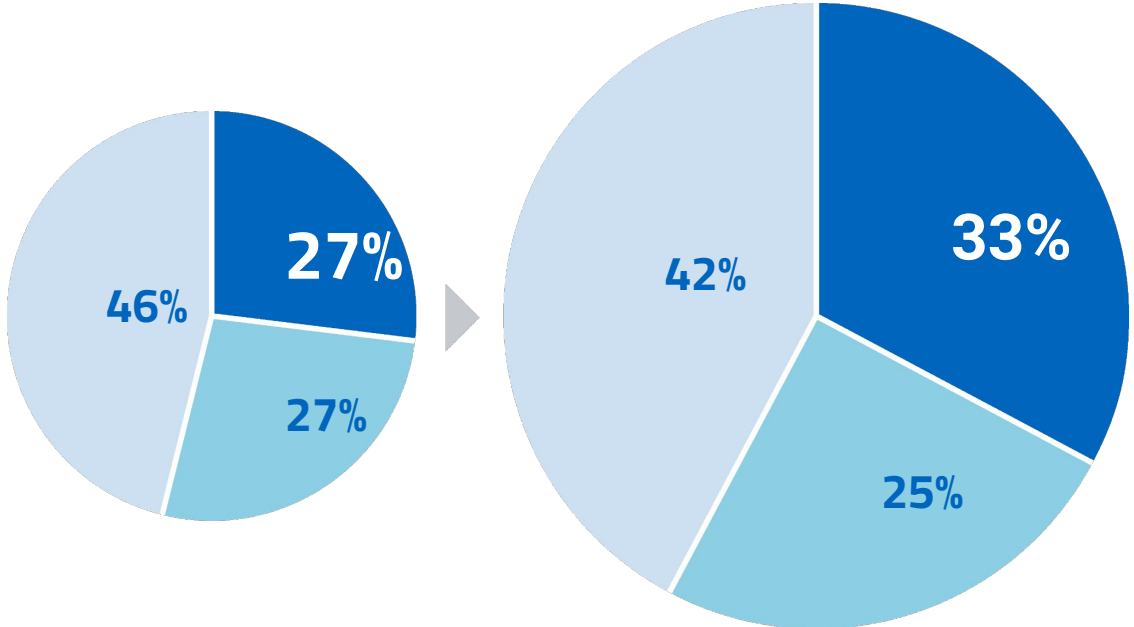
Nationality

- Non-Japanese
- Japanese



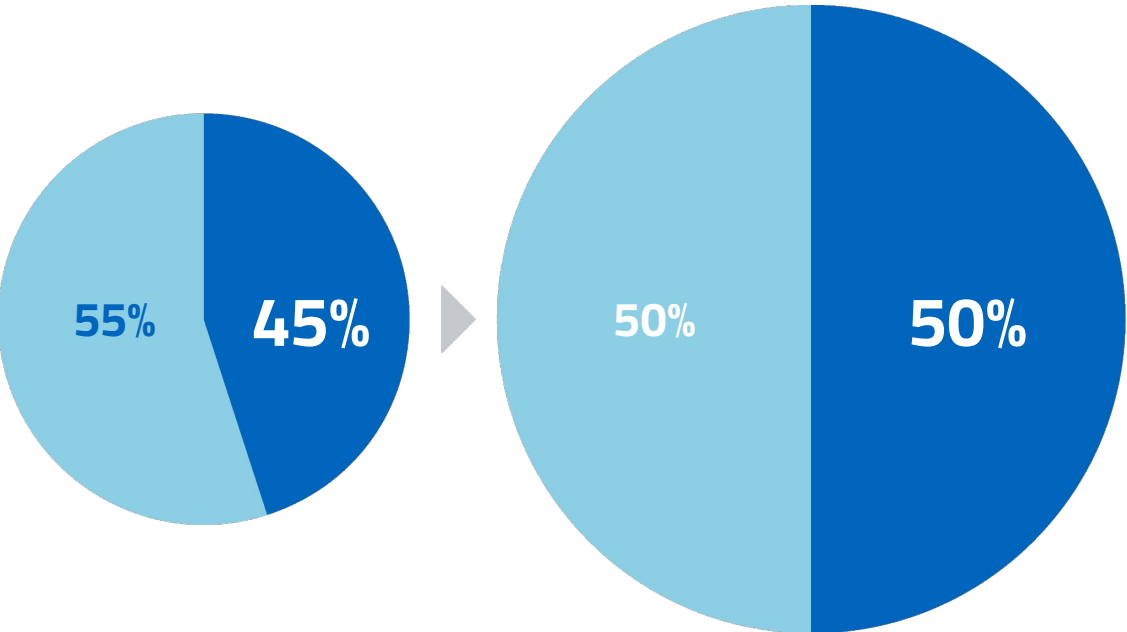
Age

- 40's and Under
- 50's
- 60's and Over



Independence

- Non-Independent
- Independent

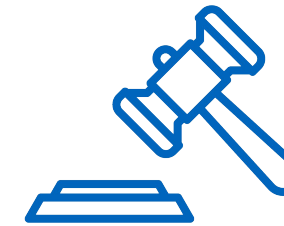




Identified Five Common Barriers



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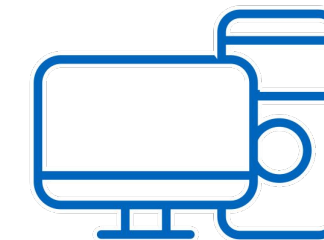
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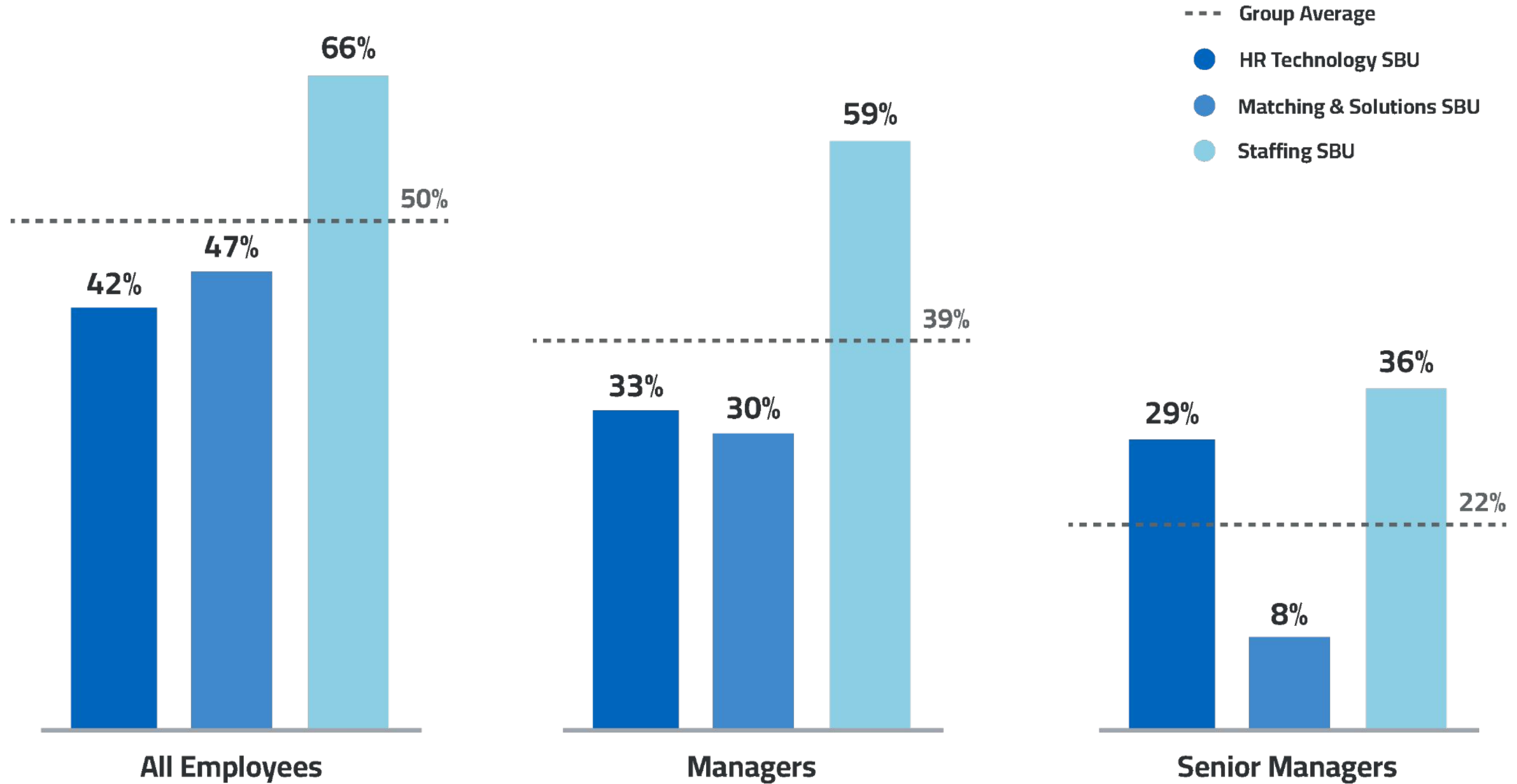
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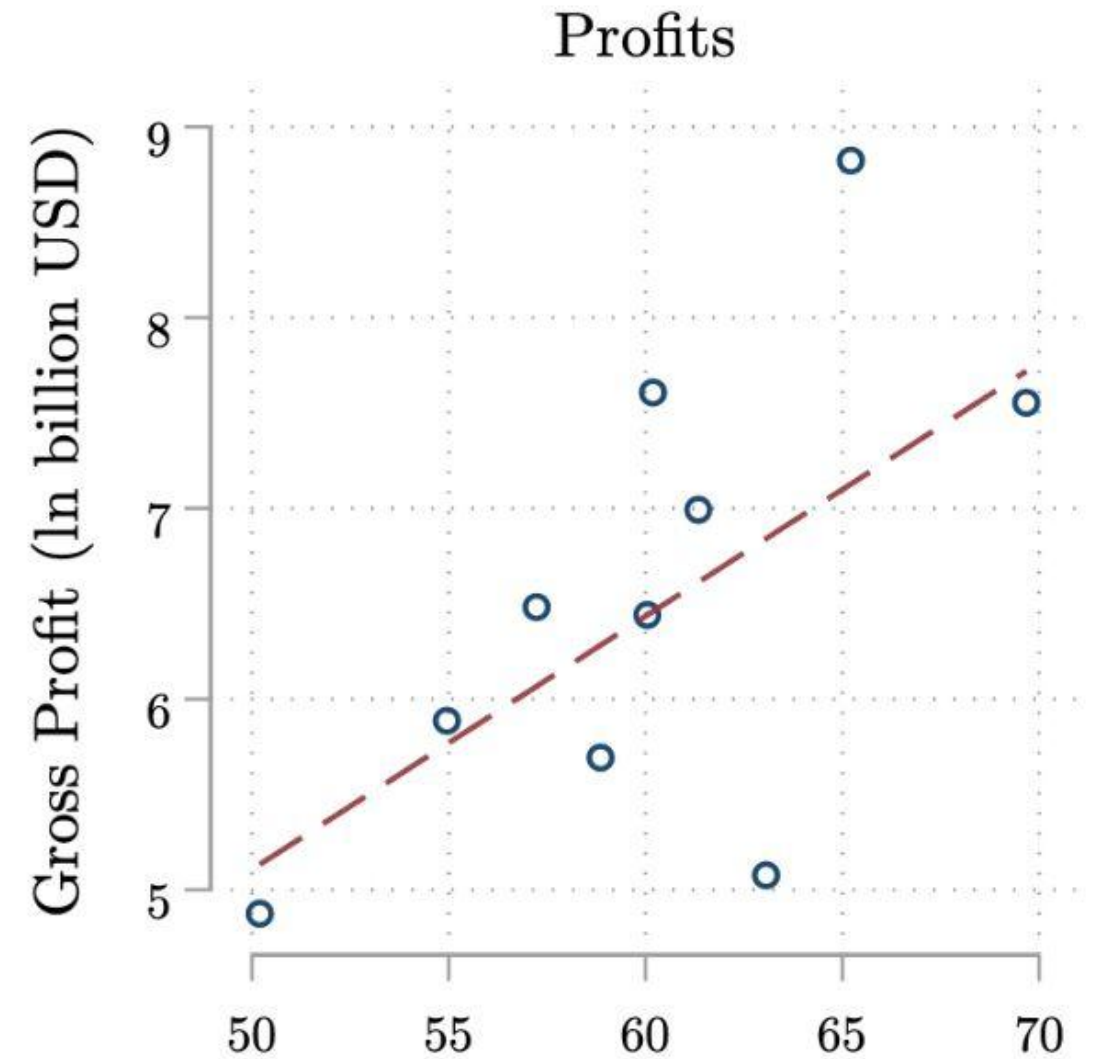
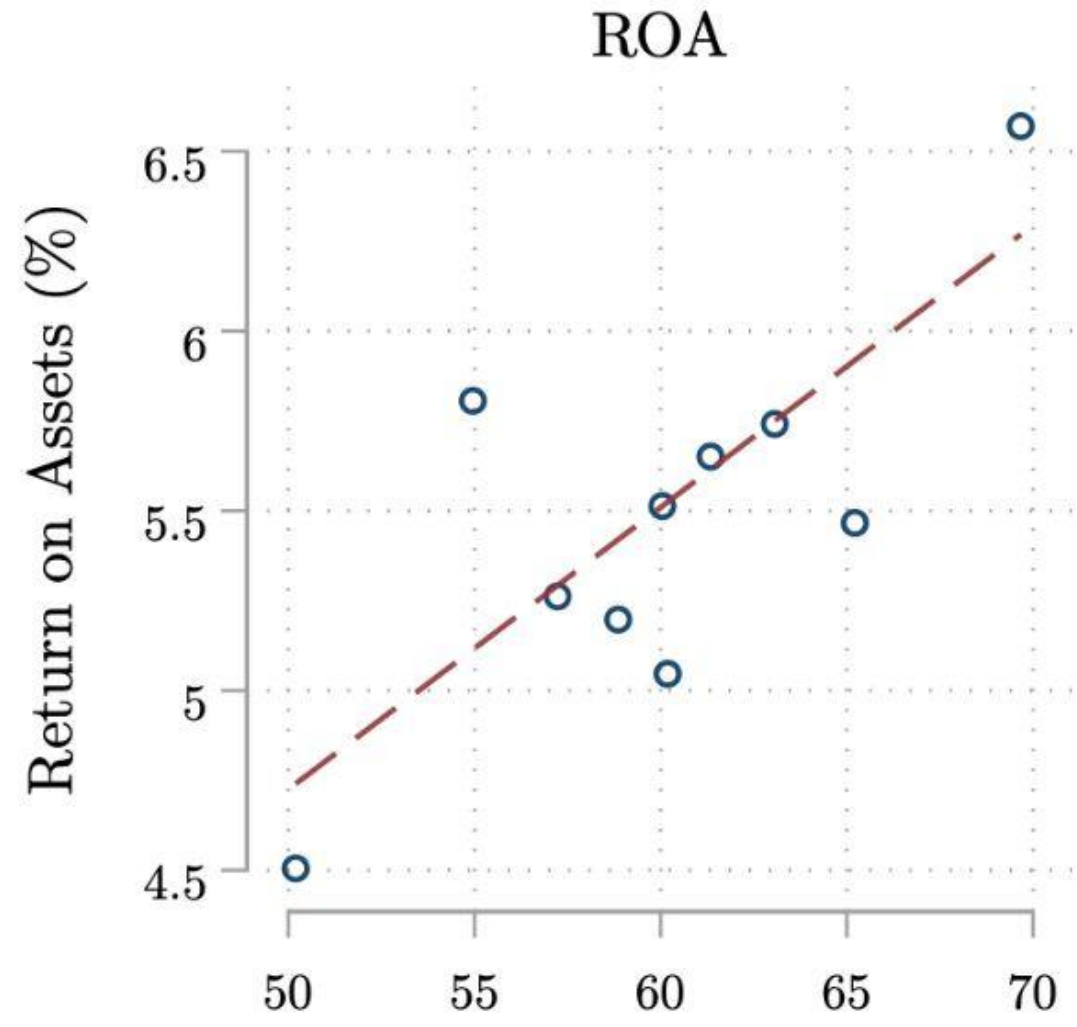
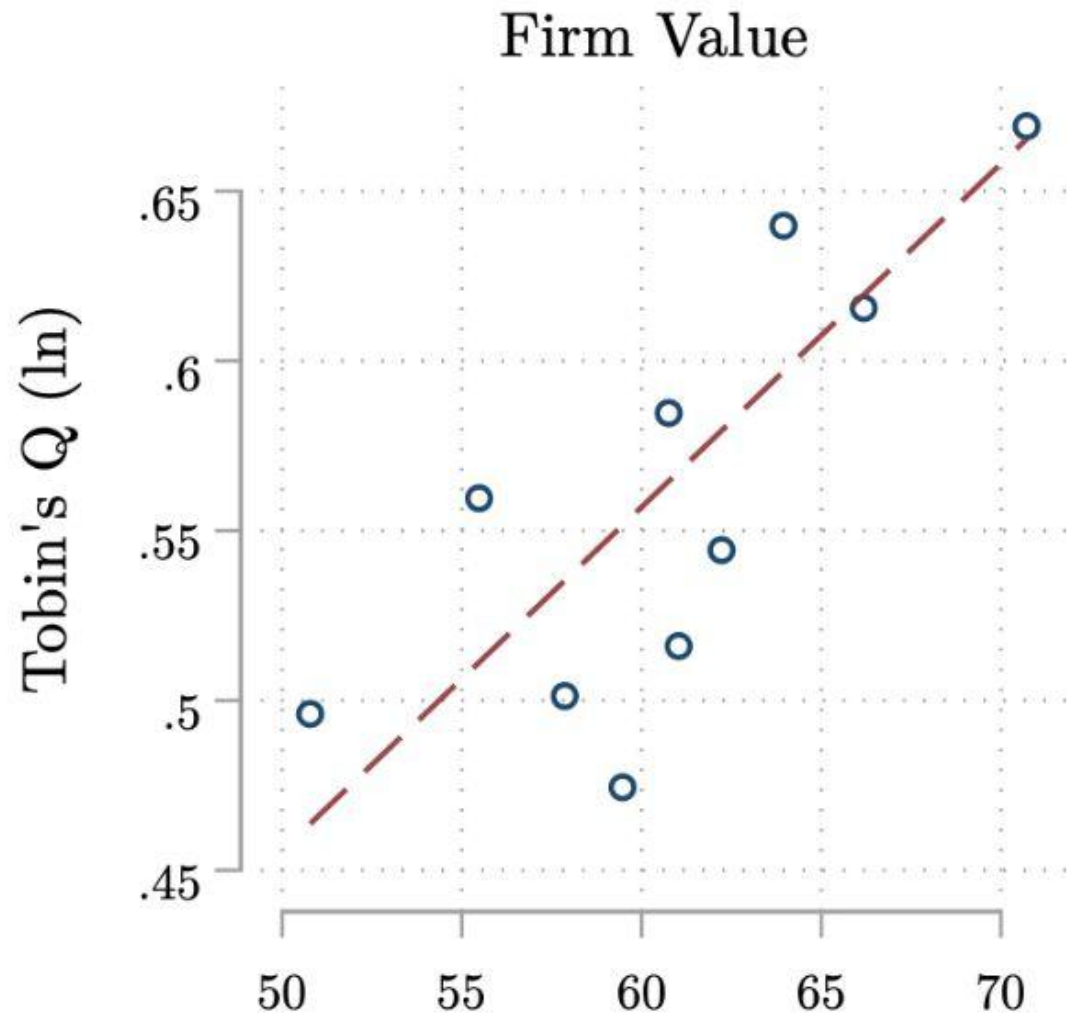
% of Women in Managerial Positions^{1,2}



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² As of April 2023

The relationship between Indeed Work Wellbeing Score and corporate performance¹



Company Wellbeing Index

1: Binned scatterplots shown using pooled cross-sectional annual data. All regressions control for the number of company reviews, firm size, lagged assets, capital intensity, year fixed effects, and industry fixed effects. Sample number is 732 companies.

Stock Price Changes of Indeed Work Wellbeing Score Top 100 Companies¹

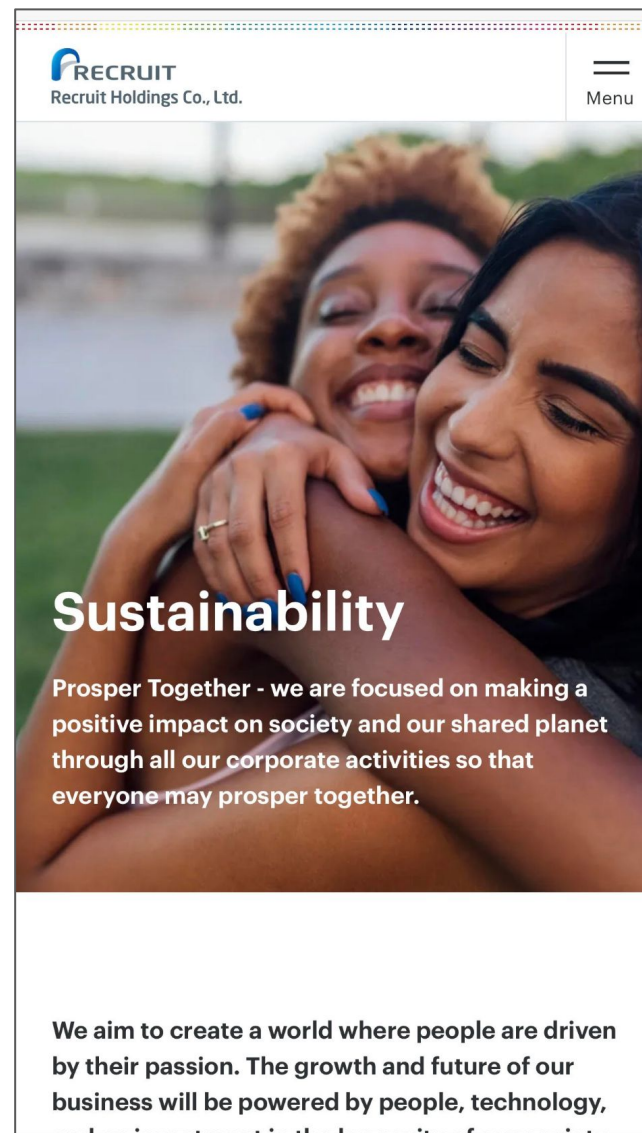


¹ From De Neve, J-E., Kaats, M., and Ward, G. (2023) Employee Wellbeing and Firm Performance. University of Oxford Wellbeing Research Centre Working Paper 2304. Prepared for Indeed.

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

【Website / Sustainability TOP】

More detailed information on the ESG initiatives reported today is available.



【LinkedIn Account】

Follow us and get the latest news of Recruit Group.



Recruit Holdings Co., Ltd.

お問い合わせ先

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