

Recruit Group Profile 2025

Redefining the Future to Wow the World and Create “the Future Norm”

March 31, 2025 marked the 65th anniversary of Recruit Group's founding. The business, which began as an advertising business specializing in college newspapers, has changed dramatically over the past six decades, now expanding to include matching platforms, temporary staffing, and SaaS-based business support services. Since going public in 2014, the company has grown significantly, with approximately half of its sales now coming from outside Japan and a workforce that is increasingly global.

I believe this success stems from our commitment to one of our core values: “Wow the World.” Had we defined ourselves solely as a print media business or advertising company, we might not have survived.

Now, the rapid advancement of artificial intelligence (AI) is redefining what “normal” means. For example, until now, our matching platforms have relied on keyword-based searches, where job seekers could filter by job type and region, while those looking for a home selected their preferred area and layout.

However, as Artificial intelligence (AI) continues to evolve, job seekers may expect a more natural, conversational experience, something like: “I’m looking for my first part-time job. Are there any well-paying options that fit my schedule after school? Ideally, within 10 minutes of campus.” Similarly, homeowners may say: “I am married with one child. I want to buy a home close to both a kindergarten and an elementary school with enough space for a dedicated kids’ room that fits my budget.”

I also believe our services should support business owners like a management consultant would. They should be able to ask questions such as, “I’m thinking of adding head spa services to my beauty salon, how much should I charge?” or, “I need to hire more staff for my restaurant. Would raising the hourly wage help?”

Our services must go beyond simple search functions and provide intelligent, consultative support tailored to each individual’s circumstances.

As we celebrate our 65th anniversary, we have more opportunities than ever to create new services, ones that only Recruit Group can offer, thanks to the support of so many stakeholders.

When I joined Recruit in the 1990s, everyone was saying, “The Internet is going to change the world.” Now, with the rapid evolution of AI, daily life is on the verge of another major transformation, and I am more excited than ever. We are living in an era of endless possibilities. Just as our predecessors did, each of us at Recruit Group must embrace curiosity, challenge conventional wisdom, and approach change with a sense of playfulness. We will turn any failures into valuable lessons, stay deeply committed, and bet on each other’s passion. Most of all, we must not just embrace change but take joy in it.



Hisayuki “Deko” Idekoba

Representative Director,
President and Chief Executive
Officer, Recruit Holdings Co., Ltd.

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About Recruit Group Profile 2025:
Inside Out

The Recruit Group Profile 2025: Inside Out aims to provide a comprehensive annual summary of our corporate activities in an easy-to-digest format, meeting the needs of our wide range of stakeholders. Most of the articles are based on stories first featured on our [corporate website](#) and [corporate blog “Inside Out”](#).

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.

To keep up to date on our activities, please follow us on [our official LinkedIn account](#).



02

About Recruit Group

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Basic Principle

We are focused on creating new value for 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.

Founded
1960

Headquarters
Tokyo

Employees*¹
49K+

Countries and
Regions Served
60+

Revenue*²
¥3.55T

EBITDA+S*^{2,3}
¥678B



Recruit Holdings is ranked #546 on the Forbes’ 2025 Global 2000 list.

*1 As of March 31, 2025.

*2 Consolidated results for fiscal year ending March 2025 (April 2024 through March 2025).

*3 Adjusted EBITDA has been renamed to EBITDA+S from FY2025. There is no change in the items of the calculation. EBITDA+S = operating income + depreciation and amortization (excluding depreciation of right-of-use assets) + share-based payment expenses ± other operating income/expenses.

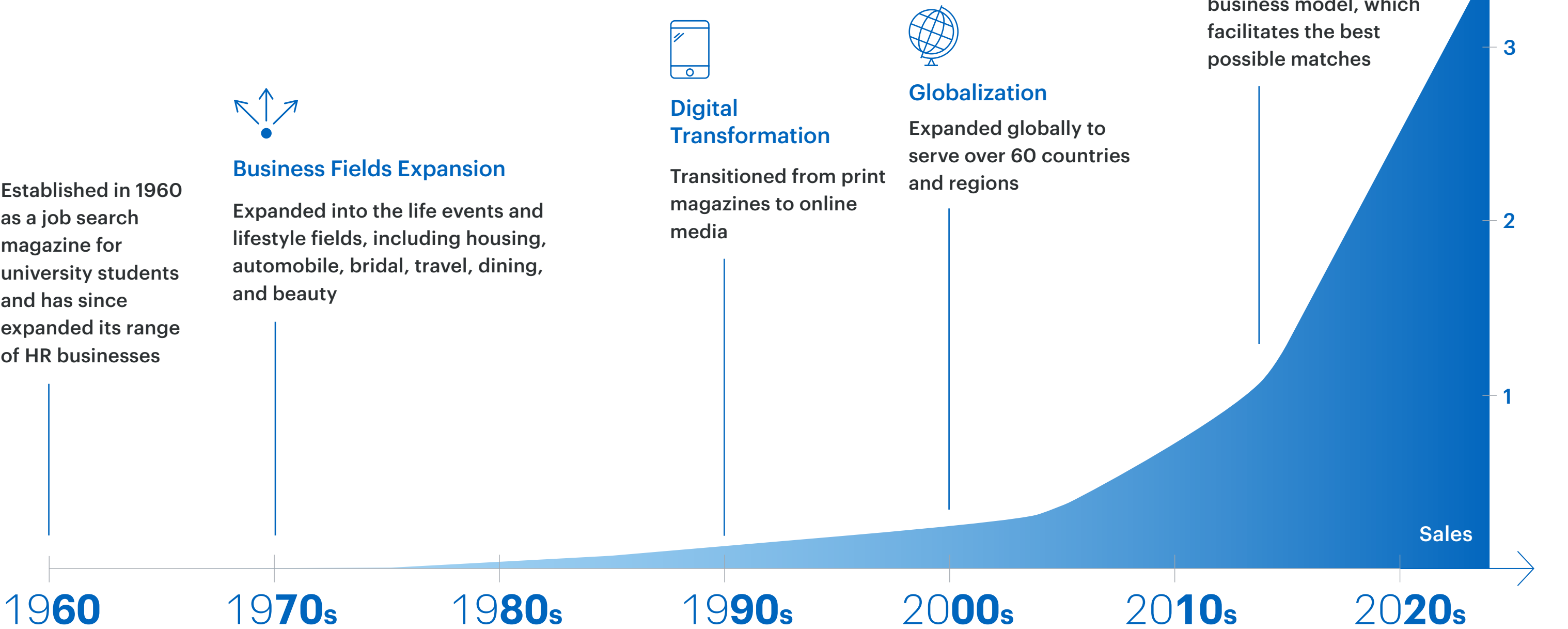
Recruit Group is known for reaching beyond the boundaries of our business and industry in search of ways to solve problems in the world through optimal matching. As society continues to evolve, our mission remains the same: to create “Opportunities for Life” by prioritizing social value, delivering information quickly and conveniently to those who need it, and providing opportunities for everyone to discover the best choices for themselves. We strive to create value by nurturing the potential of each individual and betting on the will and passion of curious minds to correct disadvantages in the world.

[Learn more about our history](#)



Evolution of Matching Platforms

Transformed its business into a technology-driven two-sided marketplace business model, which facilitates the best possible matches



At Recruit Group, we strive to adapt quickly to the rapidly evolving global market and create opportunities that benefit everyone we work with. Our goal is to prosper together sustainably with our stakeholders, guided by three management strategies that bring our corporate philosophy to life.

Simplify Hiring

Making it easier and faster for people to get jobs

Recruit Group is committed to streamlining the hiring process across the entire HR Matching market, which encompasses job advertising and talent sourcing tools, direct hire, retained search, internal recruitment automation, and temporary staffing. Our goal is to help job seekers get jobs faster and more easily, while reducing hiring time and costs for employers.

Help Businesses Work Smarter

Improving performance and productivity for business clients in Japan

Recruit Group aims to enhance the productivity and profitability of its business clients in Japan. We provide industry-specific matching platforms and associated business support SaaS solutions, as well as the business support SaaS solution suite Air BusinessTools, which operates across all verticals.

Prosper Together

Making a positive impact on society and the planet through sustainable growth shared by all stakeholders

At Recruit Group, we believe we can make a positive impact on society through our corporate activities. By doing so, we can prosper alongside our stakeholders and take meaningful steps toward achieving long-term, sustainable growth. In 2021, we set five sustainability goals for 2030 with clear timelines and measurable indicators.

At Recruit Group, we operate our businesses through three Strategic Business Units (SBUs) and have established respective SBU headquarters to further strengthen agile global 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 management strategies.



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Making It Easier and Faster for People to Get Jobs

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By combining AI and machine learning with the vast data from each of our services, we are simplifying the hiring process and improving the quality and speed of matching between job seekers and employers. Our long-term vision is to connect job seekers with employers faster and more efficiently, and make getting a job as easy as pushing a button^{*1}.

Make Hiring More Efficient Across All of Recruit's HR Related Businesses

At the center of this strategy is our HR Technology SBU, which operates the world's leading online matching and hiring platforms^{*2}, Indeed and Glassdoor, and the job distribution platform Indeed PLUS. Every day, hundreds of millions of job seekers connect with millions of employers of all sizes directly on the global two-sided talent marketplace.

Our placement services, RECRUIT AGENT and RECRUIT DIRECT SCOUT, also utilize HR Technology SBU's matching engine to streamline traditionally manual processes like screening resumes. By combining Indeed's technology, data and scale with more than 60 years of HR matching expertise in the

Japanese market, Recruit Group aims to accelerate its Simplify Hiring strategy in Japan.

Meanwhile, our Staffing SBU is focused on leveraging HR Technology SBU's proprietary matching engine and related technologies developed within Recruit Group. By using data and implementing automation to the traditional temporary staffing business, we aim to deliver a better hiring experience for both business clients and temporary workers. We aim to improve the speed and quality of matching, increase retention of temporary workers, and automate manual workflows with the ultimate goal of becoming the leading, most innovative platform in the temporary staffing market.



^{*1} Recruit Holdings is aware there may be legal restrictions in this area and will endeavor to ensure that the Company's work meets those requirements.

^{*2} Source: comScore, Total Visits, March 2025

Simplify Hiring

According to Indeed data, it takes about 42 days to make a hire*. Despite technological advances, many inefficient manual steps still remain in the job search and hiring process. As a leader in the HR matching industry, we consider it our responsibility to help job seekers find suitable employment while enabling recruiters to devote more time to the uniquely human aspects of their work. By doing so, we believe we can help address the labor shortage challenges driven by global factors such as aging populations.

AI has evolved from a so-called “co-pilot” to a point where it can actually take over human tasks. I believe that the current evolution of AI is undoubtedly a once-in-20 or 30-year opportunity. We have been working to promote collaboration of HR technology business, temporary staffing business and placement services. We’re committed to continuously innovating to make hiring faster and simpler—bringing together Recruit Group’s proprietary matching AI and rich

offline conversational data with emerging AI technologies from across the industry.

For example, Indeed introduced [Career Scout](#), a personalized AI career coach, and [Talent Scout](#), an AI recruitment agent for employers in the U.S. And in Japan, as the collaboration between Indeed’s technology and insights of the HR matching business in Japan continues and grows, we have created AI tools that provide job search and career support.

At Recruit Group, we are committed to helping the world work smarter and live better through our matching and hiring platforms and SaaS solutions. Our goal is to enable people to find their dream jobs and create more time for pursuing their passions in a better, more sustainable and equitable future.



Hisayuki “Deko” Idekoba

Representative Director,
President and Chief Executive
Officer, Recruit Holdings Co., Ltd.

* 42 days is the mean time to hire (starts from a job creation and ends with the first hire) for measured hires on Indeed in January 2025. The calculation excludes a small portion of hires (approximately 1% of all measured data) with durations greater than 720 days, which are a result of data collection anomalies rather than true time-to-hire durations. Additional filters were added to limit the hired signals to logged in job seekers, and hired signals with specified hire dates coming from the Indeed candidate management page or ATS.

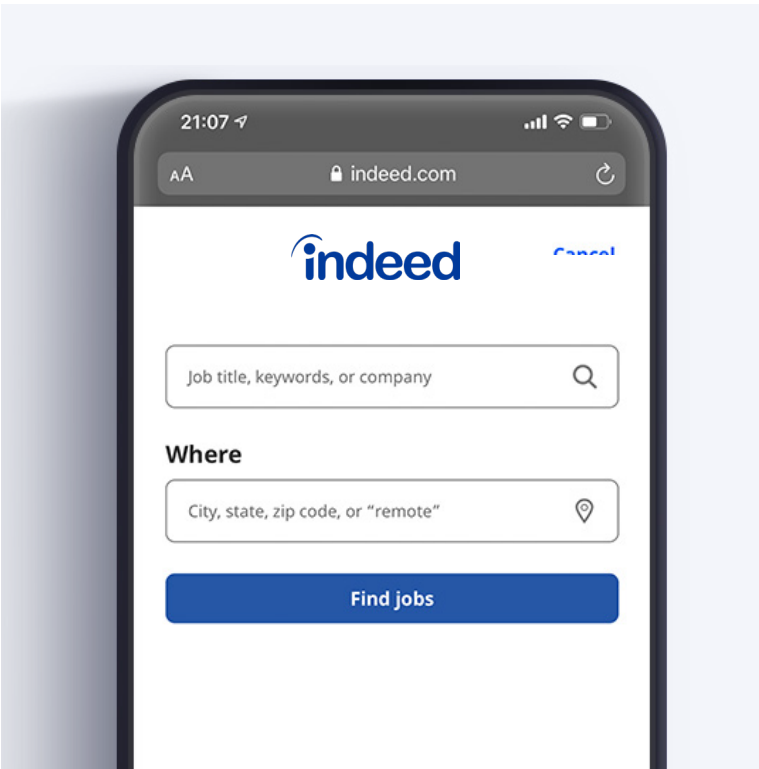
Indeed and Glassdoor are leading global online matching and hiring platforms where people can find jobs and learn about companies. Through these platforms, HR Technology SBU offers a suite of products and services for job seekers that make getting a job simpler, faster, and more human.

Indeed and Glassdoor offer a suite of tools to help job seekers find and apply to available job opportunities, create profiles, post resumes, research company information and reviews, and schedule and conduct video and phone interviews. For employers, Indeed and Glassdoor offer solutions to recruit and hire qualified talent in an easier and more efficient way. Employers can post and advertise jobs, access candidate profiles and build their company’s employment brand across both platforms, reaching a broad job seeker audience.

Indeed

Indeed is the #1 job site in the world*¹ with over 615 million job seeker profiles*², and over 3.3 million employers*³ use Indeed to find and hire employees.

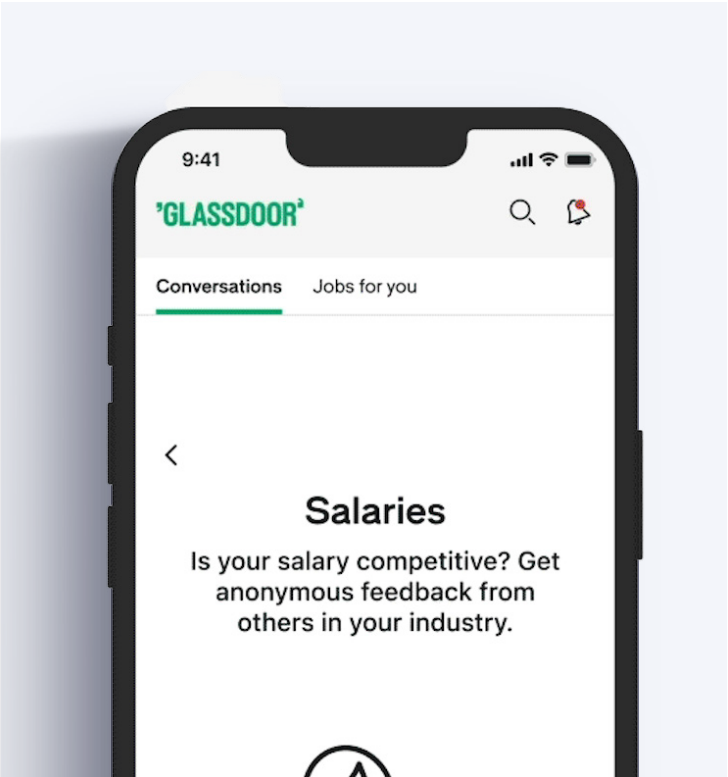
Delivering 27 hires per minute*⁴



Glassdoor

Glassdoor has reshaped the way people search for and evaluate jobs and companies, while building a community for workplace conversations, increasing workplace transparency for job seekers by bringing together jobs with user-generated employer reviews, conversations, salaries and insights.

Over 212M reviews, salaries, and insights*⁵



Indeed PLUS

Indeed PLUS is a job distribution platform which connects a network of Applicant Tracking Systems (“ATS”) and job boards, including Indeed and Recruit’s Rikunabi NEXT and TOWNWORK, as well as other Recruit and third-party sites.

RECRUIT AGENT

RECRUIT AGENT operates a placement service. Industry- and role-specialized advisors provide tailored support based on each client’s needs and challenges, offering end-to-end assistance, from recruitment to onboarding, for both individuals seeking a career change and employers looking to hire talent.

*1 Source: comScore, Total Visits, March 2025
*2 Indeed data (worldwide), job seeker accounts that have a unique, verified email address.
*3 Internal data, based on the last 12 months of activity as of March 2025, worldwide.
*4 Internal data, 2024 average.
*5 Internal data, cumulative number of Glassdoor registered users for which a profile or resume is available through March 31, 2025, worldwide.



Recruit Holdings CEO Deko Shares Insights on the Global Labor Market at the 2025 World Economic Forum Annual Meeting

At the World Economic Forum Annual Meeting 2025 in Davos, Switzerland, Hisayuki “Deko” Idekoba, President and CEO of Recruit Holdings contributed insights into the evolving dynamics of work, labor shortages, and the transformative impact of AI.

[Learn more ↗](#)



Reimagining Hiring Using AI: Indeed FutureWorks 2025

Indeed hosted “Indeed FutureWorks 2025,” in New Orleans, Louisiana, on September 10-11 2025. Indeed leaders, including CEO Hisayuki “Deko” Idekoba, presented on how AI is transforming the hiring process and how Indeed is helping to lead this trend.

[Learn more ↗](#)



Leveraging the Strengths of Recruit Group to Create the Infrastructure Supporting the World of Work Globally: Shunsuke Kai

“Maybe the key to improving job matching lies in our HR Agent services in Japan.” A remark from Hisayuki “Deko” Idekoba, then Director and Vice President of Recruit Holdings, inspired Shunsuke Kai to lead HR Technology businesses’ transformation.

[Learn more ↗](#)

Aiming for an Inclusive Society

Going Beyond Job Placement to Enrich Lives

For decades, Recruit Group's staffing business has contributed to society by creating various employment opportunities and has built strong relationships with stakeholders across 11 countries on four continents, supported by approximately 14,000 employees. Initially, we expanded globally through acquisitions in Australia, Europe and the U.S., but since mid-2016, we have grown organically, solely through our own management resources. We provide job seekers with flexible and varied employment opportunities and career development opportunities, while also supporting client companies to ensure they can continually secure the human resources they need. Rather than simply helping people find jobs, we focus on empowering individuals to go further, play active roles, build good careers and enrich their lives.

Accelerating Productivity and Efficiency Through Tech Collaboration Across SBUs

The staffing business is labor-intensive, involving numerous manual tasks and complex processes across teams. While we have been implementing initiatives to improve productivity on our own, we are now advancing by leveraging technology developed across Recruit Group. Staffing SBU and HR Technology SBU have already taken the first step toward collaboration. The first initiative, in collaboration with Indeed, was the development of [Indeed Flex](#), a digital staffing marketplace launched in the U.S. in 2019. Building on this, we are now rolling out region-specific

initiatives to enable faster, high-quality matching for staffing jobs as well by utilizing the matching technology and know-how of HR Technology SBU. We are working together to automate workflows, with the ultimate goal of using data and AI to improve job-matching quality and help job seekers find appealing jobs. This collaborative approach with other SBUs is a strength we have as part of Recruit Group, and will be a great force in advancing the digitalization of business processes.

Balancing Productivity Improvement with Social Responsibility

As a global company that significantly impacts the regions where we operate, our goal is to connect 1.5 million individuals to meaningful employment through our business and [RGF Connect](#) program by 2030. We strive to foster inclusivity, empowerment and long-term growth. Our challenge is how we can balance our social responsibilities with the need to improve productivity. Leveraging Recruit Group's technology, we aim to improve productivity and to create a world where more people can find jobs. This vision also includes our aspiration to support those who may be disadvantaged in competitive markets, struggling to find work. We are in a position to change this situation, and believe it is our role to do so. Achieving this goal requires us to see our work not as routine tasks, but as a path to continuous learning and growth through daily challenges. We will keep exploring new possibilities so that we can Wow the World.



Rob Zandbergen

Executive Vice President,
Head of Staffing Business of
Recruit Holdings Co., Ltd. and
CEO of RGF Staffing B.V.

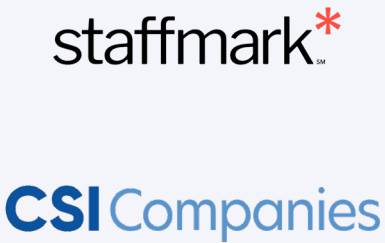
Our Staffing Business operates globally, with a strong presence in Japan, Europe, the U.S., and Australia. With approximately 268,000 temporary staff, we provide staffing services not only for office work but also for manufacturing, light labor, and other specialized professional roles.

We hire temporary staff directly, then carefully match them to client needs based on the required skills, ensuring that the right people are dispatched to the right roles from our large pool of registered workers.

Japan



U.S.



Australia



Europe



Help Businesses Work Smarter

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Improve Performance and Productivity for Business Clients in Japan

The Help Businesses Work Smarter strategy aims to enhance the productivity and profitability of our business clients in Japan.

The Help Businesses Work Smarter strategy will be realized by consolidating business clients’ operations within a unified ecosystem of vertical matching platforms and SaaS solutions. This strategy is primarily led by Marketing Matching Technologies SBU, which provides industry-specific matching platforms and associated business support SaaS solutions, as well as the business support SaaS solution suite Air BusinessTools, which operates across all verticals.

Actions by individual users — such as online reservations on our salon, restaurant, and lodging platforms — are key engagement indicators. Increases in these actions within Marketing Matching Technologies SBU can lead to higher revenue for business clients. By leveraging action data and matching technology, we aim to enhance the usability and convenience of our platforms, driving increased engagement across the entire Marketing Matching Technologies SBU.

Our online payment service allows users to make online payments for salon bookings and restaurant reservations. This enhances convenience for individual users, reduces lost revenue opportunities for business clients, and increases the total volume of payments processed within our ecosystem. Gross payment volume is a key indicator for the future expansion of our fintech services, which we see as a new potential long-term source of revenue.

By integrating vertical-specific matching platforms with Air BusinessTools, we create opportunities to support business clients across a wide range of operational needs. Completing all business activities within our ecosystem fosters recurring use of our products and ultimately increases the lifetime value of both individual users and business clients.



A Society Where Everyone Can Choose Freely

Follow Your Heart: Opportunities for Individuals to Make Their Own Choices

For 65 years, Recruit Group has worked to turn people's aspirations into action through business. As stated in our vision, "Follow Your Heart," the ability for individuals to make their own choices is a deeply meaningful freedom. A wealth of options essential to realizing this has been made possible by a wide range of products and services offered by companies and business owners. Today, Japan is increasingly recognized as a place where people can enjoy truly distinctive services and options.

On the other hand, service providers are facing challenges in delivering better services and maintaining the value they have built, primarily due to labor shortages and rising raw material costs. With 4.34 million SaaS solution service accounts^{*1} and 93 million Recruit IDs^{*2}, Recruit operates a variety of marketing matching platforms designed to help our business clients increase their own added value. By leveraging our services, clients are better able to deliver various opportunities, making their efforts feel more rewarding. We also believe individuals navigating daily choices deserve even more supportive services; ones that empower them to make confident and satisfying decisions.

^{*1} As of the fiscal year ending March 2025

^{*2} As of the fiscal year ending March 2025, including both active and non-active accounts

A New Chapter: Evolving Marketing Matching Technologies

In June 2025, we renamed our SBU from "Media & Solutions" to "Marketing Matching Technologies." This change reflects our renewed focus on delivering tangible marketing results for our clients, and on transforming the matching process through technologies such as AI.

In reality, many small and medium-sized businesses struggle to even visualize or fully understand their current state. However, by using structured insights gained through Recruit's platform and business support SaaS solutions, they can uncover clear opportunities to improve both the process and quality of matching, and feel confident investing in value creation. At the same time, improving business efficiency also helps address labor shortages, while boosting overall productivity.

Japan is often seen as a pioneer in tackling social and business challenges, and we aim to support workplaces nationwide by evolving business matching and helping companies and business owners grow their value. We hope to lead the way in developing and advancing new methods that ensure Japan continues to be a society where everyone can choose freely from a wide range of options.



Keiichi Ushida

Executive Vice President,
Head of Marketing Matching
Technologies Business,
Recruit Holdings Co., Ltd. and
President and Representative
Director, Recruit Co., Ltd.



Recruit: Air BusinessTools

Air BusinessTools are business and management support SaaS solutions offered by Recruit in Japan, including AirREGI and AirPAY. In this video, we showcase how our solutions empower business owners to focus more on their core business vision, featuring real testimonials from our clients.

* Information accurate as of June 2025.



AirWALLET Quick Loan: Removing the Barrier to Borrowing to Expand Life's Options

Recruit MUFG Business launched AirWALLET Quick Loan in July 2025 to support individuals who need “just a little more.” COO Genta Nishiwaki shares the background, vision, and safeguards behind this new service.

[Learn more ↗](#)

Prosper Together

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To Keep on Being a Strong and Loved Company

How Should We Use Recruit Group's Influence?

Over the past decade, Recruit Group has undergone rapid globalization. Indeed has become the number one job site in terms of the number of users worldwide*, and the overseas sales ratio for the entire Group has exceeded half. The Group's three management strategies — Simplify Hiring, Help Businesses Work Smarter, and Prosper Together — that were announced in 2021 under the new management structure, are also being integrated with a strong global perspective, together with our colleagues at Recruit Group around the world.

As we have grown as a company and our influence on society has risen, the question we have faced is, "How should we use our influence?" I don't think it matters which company is number one on the planet when you look at it on a cosmic scale. What is important is how high we can raise society with that influence.

Especially in the wake of the COVID pandemic from 2020, the number of people who lost their jobs or were unable to work increased rapidly all over the world. The labor market changed significantly as well, which made us think about the meaning and value of the HR matching we do as a business. Innovation cannot happen without strength. However, there is no sustainability unless you are a company that is beloved as well as strong.

What to Change — and What to Leave Alone — to Remain a Challenger

With the advent of AI technology, society is now at a monumental turning point. Startups worldwide have the potential to rapidly expand by leveraging AI. What kind of influence will Recruit Group continue to exert?

As demographics, technology and the way people work all change, the services we provide will change as well. However, I believe that our vision to "Follow Your Heart" — which foresees a world in which individuals and businesses can focus on what really matters — will remain the same. To achieve this, we must always be bold challengers who take on new risks, learn from our mistakes, and continue to move forward. So, how can we continue to be challengers?

For the 65 years since its founding, Recruit Group has valued the concept "Bet on Passion." If someone raises their voice and says, "This is definitely better for the world, and the way we're doing things now is wrong," we listen to them, show interest, and provide them with opportunities regardless of their role or title.

That's because we believe in their potential. And to enable individuals in any role to raise their voices, we disclose our vision and real-world issues clearly and unequivocally. We have a history of sincerely believing in the idea that "everyone is a protagonist" and putting it into practice without being constrained by things like age, gender or position.

I believe that Recruit Group's edge lies in this unbroken continuity of activity, to constantly achieve innovation and sustainability, that must never change.

How can we preserve this advantage in our own organization, where more than 50,000 colleagues work in over 60 countries around the world, and business practices and cultures are diverse and widespread? The answers may not be easy to find.

Now that we've reached our 65th anniversary, I'd like everyone in Recruit Group to seriously confront this question. I sincerely hope that we can link the past to the future by doing so.



Ayano "Sena" Senaha

Director, Executive Vice President and Chief Operating Officer, Recruit Holdings Co., Ltd.

Seek Sustainable Growth Shared by All Stakeholders

At Recruit Group, we believe that we can make a positive impact on society and the global environment through our corporate activities. By doing so, we can prosper alongside our stakeholders and take meaningful steps toward achieving long-term, sustainable growth. In 2021, as part of our management strategy, we set five sustainability goals with clear time frames and measurable indicators.

In addition, we aim to support the United Nations' Sustainable Development Goals (SDGs) through the sustainability goals outlined below.

Environmental

Become carbon neutral throughout our entire value chain

[Read more ↗](#)

Social

Reduce the time it takes to get hired by half

[Read more ↗](#)

Social

Help 30 million people facing barriers in the labor market around the world get hired

[Read more ↗](#)

Social

Strive for gender parity among senior executives, those in managerial positions and all employee levels

[Read more ↗](#)

Governance

Strive for gender parity among the members of the Board of Directors and Audit & Supervisory Board of Recruit Holdings

[Read more ↗](#)

Sustainability Management

Through stronger stakeholder engagement, we aim to identify opportunities for contribution and pinpoint potential risks for mitigation. We have also established a management system in which all corporate activities are guided by our sustainability policy.

Sustainability Issue Management Cycle

“Sustainability Orbit” is our framework designed to engage with various stakeholders to identify significant sustainability risks and opportunities. Following discussions within the Sustainability Committee, the Recruit Holdings’ Board of Directors determines the appropriate course of action and implements specific sustainability initiatives.

Material Topics

To shape our sustainability strategy, we conducted an assessment of both positive and negative impacts on external stakeholders resulting from our business operations, products and services and/or supply chain to identify critical sustainability topics (referred to as Material Topics) that could present potential impacts, risks or opportunities. During this process, we adopted the concept of Double Materiality, assessing each topic from two perspectives: Recruit Group’s impact on society and the environment (Impact Materiality) and its financial implications for Recruit Group (Financial Materiality). [Learn more ↗](#)

Material Foundations for Corporate Activities

We have established Material Foundations for Corporate Activities as strategic priority themes to address the impacts, risks and opportunities associated with the identified Material Topics. We continuously strengthen initiatives under each theme, with the Board of Directors monitoring progress based on discussions held within the relevant committees, which serve as advisory bodies to the Board. [Learn more ↗](#)

Greenhouse Gas Emissions

2019

968k

→

2030

Carbon Neutral

Becoming carbon neutral throughout our entire value chain by FY2030

We only have one planet, and everyone has a responsibility to protect the health and longevity of our home. Recruit Group is committed to protecting our environment by focusing on action against climate change, and setting a Group-wide target for reducing greenhouse gas (GHG) emissions to achieve carbon neutrality*1.

Progress in FY2024

Achieving Carbon Neutrality throughout Our Business Activities (Scopes 1+2*1)

We achieved our short-term goal of reaching carbon neutrality throughout our business activities in FY2024, as we did for the past three fiscal years*1,2. A key initiative supporting this achievement was the transition to more energy-efficient or renewable power sources for our offices.

On Track to Surpass the Three-Year GHG Absolute Reduction Target (Scopes 1+2+3*1)

Our long-term goal is to achieve carbon neutrality across our entire value chain by FY2030*1. To accelerate progress toward this goal, we established a three-year GHG absolute reduction target*3 aligned with our SBTi (Science Based Targets initiative) Near-Term target. We are on track to surpass this target across all scopes in FY2024*2. A major focus has been reducing Scope 3 emissions, which account for more than 95%*4 of our GHG emissions. To make progress in this area, we continue collaborating with partners across our value chain to refine GHG measurement methods and identify effective reduction measures.

*1 GHG emissions throughout the Company’s business activities are the sum of direct emissions from the use of fuels in owned or controlled sources, 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. Indirect emissions other than Scopes 1 and 2 are referred to as Scope 3, and 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.

*2 All GHG emission figures are approximate numbers calculated based on the GHG Protocol. Additionally, independent third-party assurances have been obtained from SOCOTEC Certification Japan for GHG emissions.

*3 The GHG emission reduction target is based on the results from FY2022 to FY2024.

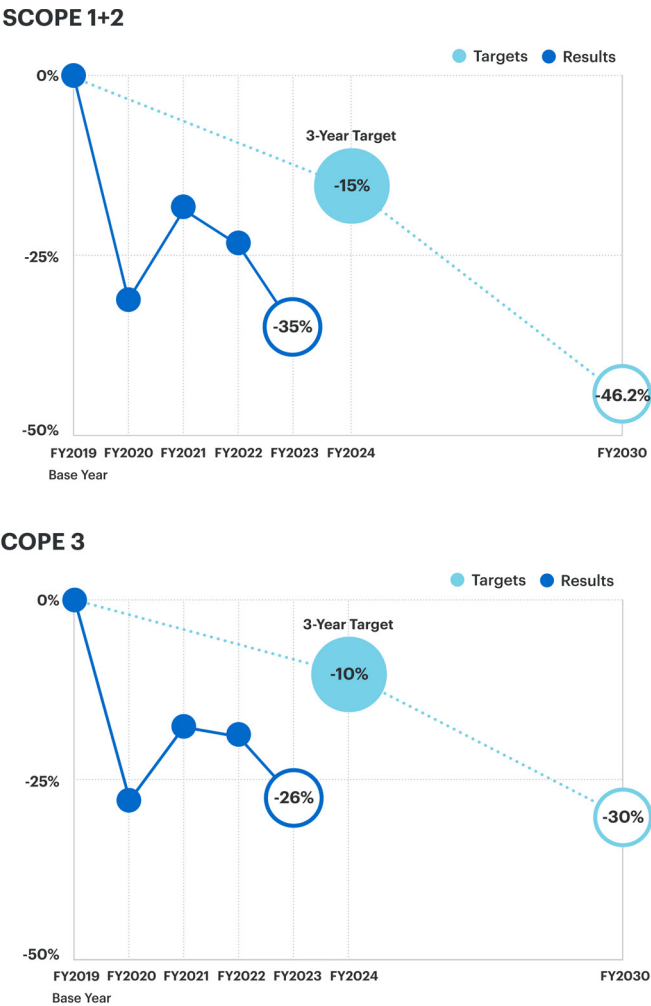
*4 Based on the emissions of FY2023.

Recognized as a Climate Change “A-lister” by CDP for Two Consecutive Years

In recognition of our environmental initiatives, Recruit Group was named to the CDP “A List” for the second consecutive year in 2024. This honor was awarded by the international nonprofit organization CDP*5 for our leadership in addressing climate change and our transparency in corporate environmental disclosure.



*5 CDP is a charity-controlled non-governmental organization (NGO) established in 2000. It owns one of the world's largest environmental databases, working with large global financial institutions to disclose the environmental impact of companies in the areas of climate change, forests and water security.



Social Impact: The Time to Get Hired

2021

15w

→

2030

7.5w

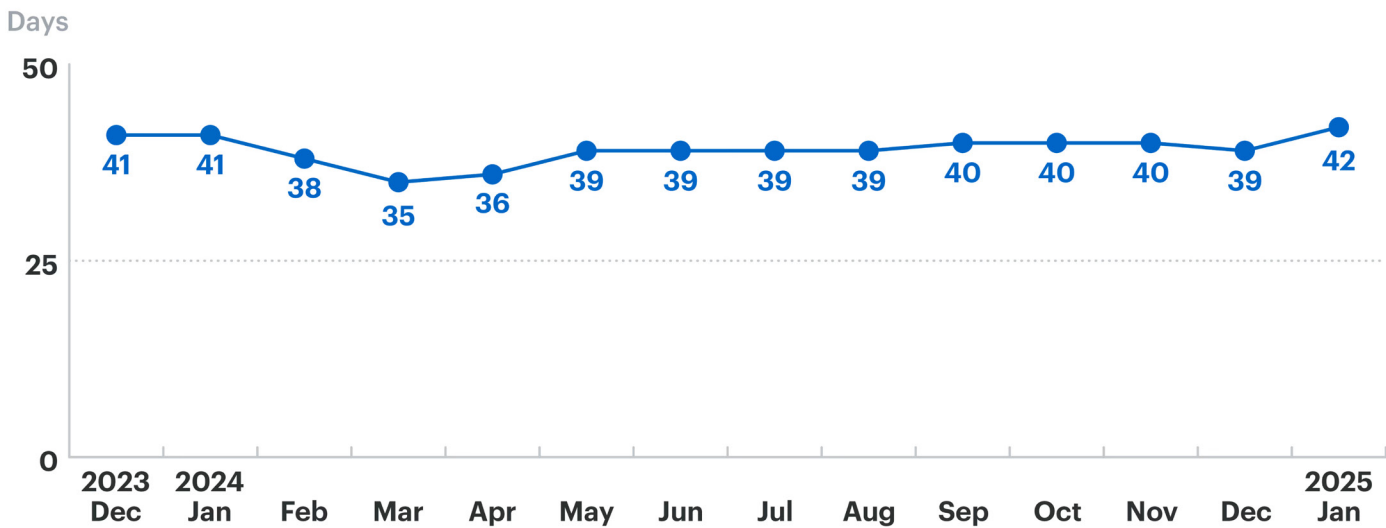
Reduce the time it takes to get hired*1 by half by FY2030 compared to FY2021

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 eliminate poverty and economic vulnerability by reducing the time it takes job seekers to get hired. To achieve this, we aspire to make the job-matching process significantly faster and simpler.

Progress in FY2024

Employer “Time-to-Hire*2” Slightly Increased to 42 Days

In pursuit of our long-term goal to halve the time it takes to get hired, we introduced the employer Time to Hire (TTH) metric in May 2024, and have continued to deepen our understanding of factors that influence it. We have enhanced our TTH measurement methodology to improve accuracy and actionability, enabling the identification of targeted strategies to reduce TTH at every stage of the employer hiring journey. Based on this improved methodology, which covers both paid and free job listings on Indeed, the average TTH was 42 days as of January 2025, up slightly from 41 days in December 2023.



The increase in TTH is believed to be partially influenced by U.S. macroeconomic conditions. Initial findings suggest that the U.S. labor force participation*3 and TTH are positively correlated: when the labor force participation rate increases, TTH increases. Conversely, the U.S. quits rate*4 and TTH are inversely correlated. Meaning, when the quits rate decreases, TTH increases. In 2024, we observed a notable decline in the U.S. quit rate alongside a gradual post-pandemic rise in labor force participation.

Indeed Paid Solutions Drive Shorter Time to Hire Even Under Macroeconomic Fluctuations

Indeed’s research consistently shows that employers using Indeed’s paid solutions achieve significantly shorter TTH. Indeed’s AI-powered features play a key role in accelerating hiring and improving outcomes, even under challenging macroeconomic conditions. In a global analysis conducted from January 2024 to January 2025, Sponsored Jobs on Indeed achieved a 22% faster TTH compared to non-sponsored jobs.

More recently, product innovations have further improved hiring speed. For example, testing of hosted Premium Sponsored Jobs in the U.S. demonstrated a 58% faster TTH compared to free hosted job listings*5.

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

*2 An employer metric defined as the days elapsed between when a job is created on Indeed and when the first hire is reported for that job. There is no change in our goal of “reducing the time it takes to get hired by half” by FY2030. The Company decided to accelerate its product advancement by identifying challenges in the process of hiring by using employer action data “Time to Hire” which can be measured on Indeed.

*3 Labor force participation rate is the percentage of the population that is either working or actively looking for work. It measures labor supply, specifically how many are in the system, both employed and unemployed.

*4 Quits rate is the number of quits during the entire month as a percent of employment. It is a measure of how dynamic the labor market is - specifically, how much movement is occurring within the workforce.

*5 U.S. data from Nov 2024 - Mar 2025, for jobs hosted on the Indeed platform. Premium Sponsored Jobs was rolled out as a test product in the U.S. beginning in November 2024 and officially launched in September 2025. Paid jobs refer to Sponsored Job ads that incur charges when job seekers interact with the job post, such as by clicking to view the post, or clicking to apply.

Social Impact: Job Seekers Facing Barriers

2021

Started

→

2030

30M



Education



Criminal Records



Accessibility



Military Experienced



Work Essentials



Refugee Backgrounds

Helping 30 million people facing barriers in the labor market around the world get hired: barriers such as education, disabilities, criminal records, experience in military services and others*¹.

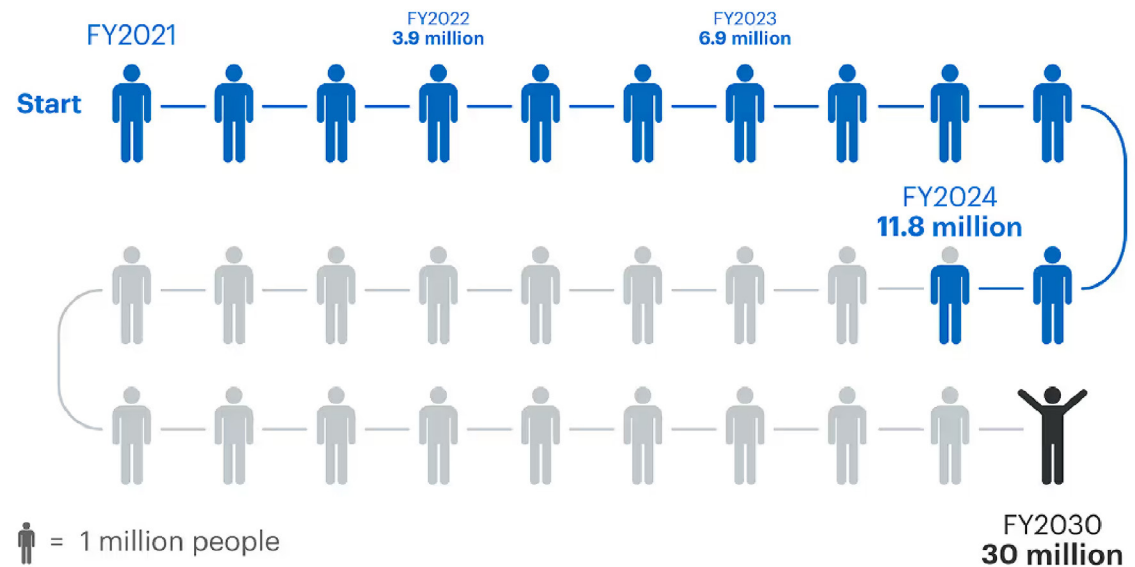
The only requirement for getting hired should be possessing the skills and abilities needed to perform the job. However, many job seekers face barriers that make it challenging to find, get, and keep a job.

Traditional hiring practices often unintentionally create these barriers, which cannot be solved by improving speed or efficiency alone. To address this challenge, Recruit Group set a goal of helping 30 million job seekers facing barriers get hired by FY2030. To achieve this, we are working to break down six common barriers that affect job seekers globally, including those related to education and disabilities.

Progress in FY2024

Helped Approximately 11.8 Million Job Seekers Facing Barriers

Recruit Group helped approximately 11.8 million job seekers facing barriers get hired in FY2024*².



Promoting Skills-first Hiring

According to one survey, employers have rejected candidates because they did not have a post-secondary education, even when the candidate had sufficient skills and experience*³. To address this, Recruit Group is promoting the adoption of Skills-First Hiring*⁴, an approach that evaluates candidates based on the skills they have gained through training, work experience and other practical learning.

On Indeed, we use skill-based data to match and recommend candidates to employer job postings based on the specific skills. Through Skills-First Hiring, job seekers can better represent their full skills and capabilities, and employers can source and evaluate candidates who fit their needs.

Looking ahead, we plan to further expand Skills-First Hiring and leverage AI to provide job seekers with personalized career advice, interview coaching, and advocacy support with employers.

*¹ The initiative currently includes providing assistance through Recruit Group's online job platform, and through partnerships with NPOs and other organizations with whom Recruit Group collaborates.

*² Represents number of hires made on Indeed reported through the Hired Signal measurement, from May 1, 2021 - March 31, 2025, globally for job seekers who faced at least one of the following common job market barriers: education, criminal record, military experience, disability, refugee background or lack of work essentials such as a computer or internet access.

*³ Source: Accenture, Grads of Life, Harvard Business School (2017), "Dismissed by Degrees: How degree inflation is undermining U.S. competitiveness and hurting America's middle class."

*⁴ A method of selecting job candidates based on their skillset at an early stage of the hiring process. Unlike the traditional selection method, which first "screens out" candidates based on their academic background, skills-first hiring "screens in" candidates first by evaluating their skills. The aim is to allow employers to hire people with the right skills and abilities to perform their jobs, all in a shorter period of time.

Our People: Women's Representation in Leadership

2021

Senior Executives

10%

Managers

39%

➤

2030

Gender Parity

Striving for gender parity among senior executives, managerial positions and all employee levels Group wide by FY2030^{*1}

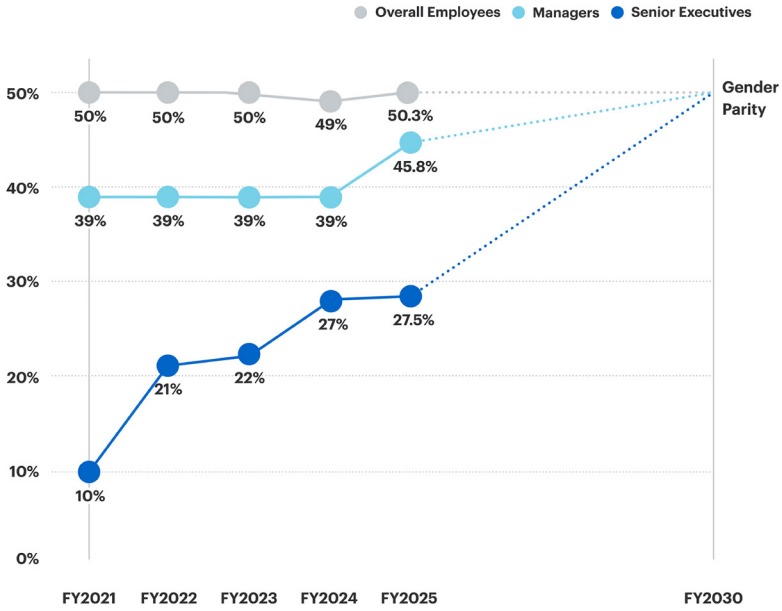
Since its founding, Recruit Group has valued the individuality of each employee. Betting on the passion and ideas of employees has long been our competitive advantage, driving the creation of new businesses and services across the Group. This is why our leadership team remains committed to fostering an environment of inclusion and belonging, where everyone can thrive and drive innovation.

Progress in FY2024

Expanded the Pool of Management Candidates

In FY2024, each SBU worked to expand its pool of management candidates by providing employees with opportunities to grow their skills and gain leadership experience. As a result, the percentage of senior management positions held by women increased from 10% in 2021 to 27.5%^{*1}. Although the ratio of managers was influenced by factors such as a hiring freeze in HR Technology SBU, the Group has made steady progress.

In Japan, where Recruit’s primary operations are based and where the gender gap remains significant, we expanded our pool of managerial candidates through a coaching-based human capital development program and by clarifying management role requirements. These initiatives led to significant progress with the percentage of women in management positions rising from 26.8% in FY2021 to 35.0%, and in senior management from 9.1% to 33.3%^{*1}.



In May 2024 Indeed, Inc., a part of HR Technology SBU and certain subsidiaries using the same HR system, revised their management scope and structure to streamline decision-making and simplify processes. As part of these initiatives, the definition of managerial positions was updated to reflect job roles, resulting in the reclassification of some employees (mainly in R&D) from managerial positions to general employees. The figures for FY2024 and earlier in the graph are calculated based on the previous definition, while FY2025 figures are based on the revised definition, which shows an increase compared to the earlier methodology (39.9%).

^{*1} Senior executive positions are defined as Senior Vice Presidents and Corporate Officers of Recruit Holdings and Marketing Matching Technologies SBU, as well as CEOs of 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 refer to all roles that include subordinate employees.

Women’s Representation on the Board of Directors

2021

20%

➤

2030

Gender Parity

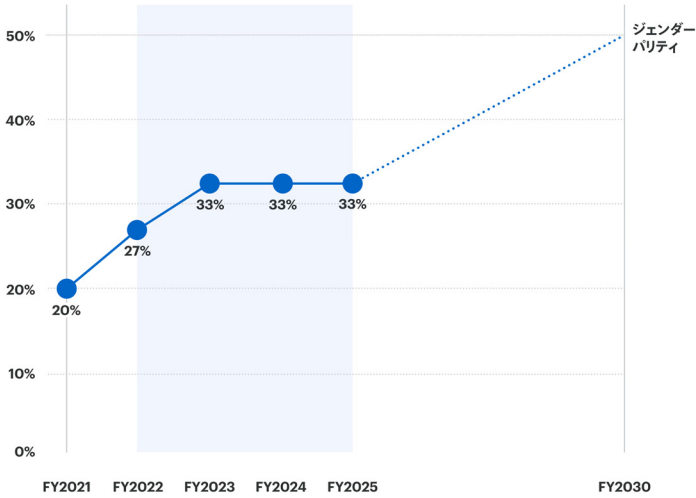
Striving for gender parity among members of the Board of Directors and Audit & Supervisory Board Group-wide by FY2030

A well-balanced board — comprising members with varied skills, experiences, and backgrounds — is critical to transparent and sound governance, and high-quality decision-making. Recruit Holdings has set a specific gender goal to strengthen this foundation.

Progress in FY2024

Maintained Women’s Representation Among Board Members at 33%

The percentage of women on the Board of Directors^{*2} remains at 33%^{*3}. We will continue considering candidates based on the skills and backgrounds needed to realize our medium- and long-term strategies.



^{*2} The Board of Directors includes both Directors and Audit and Supervisory Board members.

^{*3} The information reflects the Board of Directors composition as of June 2025.

Material Foundation for Corporate Activities

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Responsible use of AI

At Recruit Group, we believe that the use of technology, including AI, is essential to creating opportunities for life, much faster, surprisingly simpler and closer than ever before.

That is why we take the concern that AI could amplify human biases seriously. Therefore, we have ensured that responsible AI use is a key topic of discussion in our Sustainability and Risk Management Committees, and is subsequently reviewed by our Board of Directors.

As AI technology advances rapidly, legal frameworks sometimes struggle to keep pace. Therefore, in addition to legal compliance, we are committed to exploring the most responsible ways to use technology to connect people with opportunities, learning through dialogue and trial and error with stakeholders both internally and externally.

Indeed's Responsible AI Principles

Under Recruit Group's Human Rights Policy, Indeed established its "[Responsible AI Principles](#)" in June 2023.

At Indeed, we believe that when used ethically, AI can help remove biases and barriers for job seekers and create a fairer competitive environment. To support this, we continuously improve our AI systems through scientific analysis, re-evaluating and redesigning hiring processes from an inclusive perspective to promote fair practices.

We are also creating tools that empower Indeed employees to responsibly develop and deploy AI. Furthermore, by actively participating in organizations such as EqualAI, as well as in industry and academic conferences, we continue to learn best practices through trial and error. These efforts enable us to advance fair employment opportunities, accessibility, skills-first hiring, and economic security.

Recruit's AI Utilization Guidelines

In July 2023, Recruit introduced its "[Recruit AI Utilization Guidelines](#)" (Japanese only) to reinforce our commitment to responsible AI use.

At Recruit, we ensure data privacy by conducting reviews at every stage of the product development process including planning, requirements definition, development, and launch, under a governance framework, known as the "standard process." This framework ensures compliance with legal, privacy and security standards.

Aligned with the Recruit AI Utilization Guidelines, this standard process incorporates AI-specific perspectives to ensure that AI does not produce outcomes that violate human rights, perpetuate discrimination, or exclude diversity. Specifically, we conduct bias assessments before product release and ongoing fairness monitoring afterward. We have strengthened our auditing and review systems to support this process and we continue to enhance AI education for employees and executives.

Our Strength Comes From Within

“Bet on Passion” is one of Recruit Group’s core values based on respecting and leaning on individual differences. We welcome our employees’ ideas and passions and provide them with abundant opportunities for growth. By maximizing the curiosity of our employees and empowering them to “bet on passion,” we create products and services that Wow the World. When users and business clients are satisfied with our products and services, our businesses can thrive, and we can share the success with shareholders.

Our Policies and Actions for Developing Our Organization, Employees and Workplace

Our focus is on designing effective Group-wide structures, ensuring smooth succession planning for key positions and fostering a positive, inclusive work culture that promotes a sense of belonging.

The Board of Directors, in consultation with the Nomination and Governance Committee, makes decisions on Group structure and personnel in alignment with our management strategy. The CEO chairs the Human Resources Development Committee, which reviews the progress on succession planning for key positions across each SBU, including top management roles in major business areas. The Committee defines job requirements, identifies required human resources, shortlists candidates for various timeframes, evaluates their strengths and weaknesses and develops training plans. Progress is reviewed annually to accelerate these efforts.

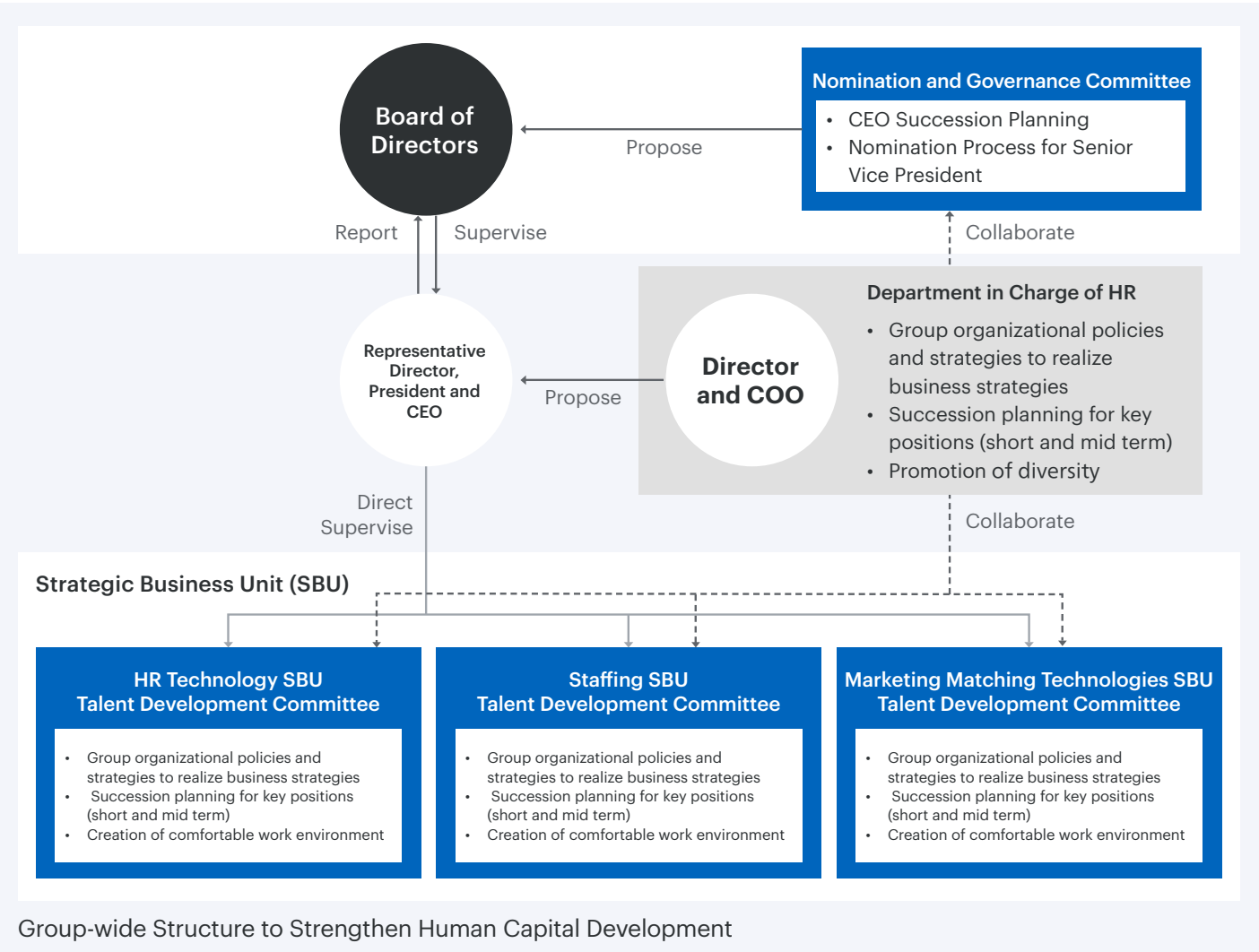
The Director, Executive Vice President and COO responsible for human resources and human capital reports to the Board of Directors on organizational personnel plans, including risk assessments and opportunities related to human capital and plans to address them. Under the Executive Vice President's supervision, a dedicated department has been established to manage the Group-wide structure, core personnel, and succession planning for key positions in alignment with Recruit Group’s business strategies. The department also promotes initiatives that strengthen a positive, inclusive corporate culture.

The success of each business primarily depends on the strong alignment of its business model and strategy with the human capital

and organizational strategy, as well as on designing Recruit Group's core organization, advancing succession planning for key positions, and governing policies that promote inclusion & belonging.

Accordingly, Recruit Holdings has delegated significant authority over organizational human resources to each SBU

to strengthen the connection between human capital and business strategy. While each SBU has established its own human capital indicators and goals based on the factors most critical to its success of its business, we have also established Group-wide indicators and goals to further promote inclusion & belonging, which remains the Group’s highest priority. [Learn more ↗](#)



Creating a Brighter World Where All Individuals Can Live Life to the Fullest

At Recruit Group, we pledge to respect human rights, one of the material foundations of our corporate activities. [The Recruit Group Human Rights Policy](#) is based on the three pillars — Protect, Respect, and Remedy — outlined in the United Nations Guiding Principles (UNGPs) on Business and Human Rights. By operating in accordance with our Human Rights Policy and striving to respect the rights of people, we aim to realize a society where everyone can pursue larger freedom. In doing so, we believe we can fulfill our basic principle of creating a brighter world where all individuals can live life to the fullest.

Human Rights Due Diligence

Recruit Group has historically operated its business with consideration for human rights. We recognize that the scope of corporate human rights responsibilities has broadened in recent years, and therefore conduct human rights due diligence to promote respect for human rights throughout our business operations.

Recruit Group has set up specialized teams in all SBUs to perform human rights due diligence across the entire value chain. Upon identifying potential human rights risks, we consider preventive and mitigating measures. The chart on the right outlines key human rights risks and each SBU’s corresponding risk mitigation measures.

*1 Indeed, Inc.
*2 Recruit Staffing Co., Ltd., Staff Service Holdings Co., Ltd., RGF Staffing France SAS, RGF Staffing Germany GmbH, RGF Staffing the Netherlands B.V., RGF Staffing UK Limited, Unique NV, Staffmark Group, LLC, The CSI Companies, Inc., Chandler Macleod Group Limited
*3 Recruit Co., Ltd.

SBU	Salient Human Rights Risks	Risk Mitigation Measures
HR Technology SBU ^{*1}	Right to non-discrimination	In 2024, Responsible Technology increased capabilities for evaluating Indeed’s systems for fairness and worked to ensure safe, scalable and moderated AI content for global users. AI training for Indeedians was also expanded.
	Right to freedom from slavery	The Anti-Human Trafficking Team (AHTT) began leveraging AI to improve their ability to identify and remove content with indicators of trafficking from the platform. A new policy was implemented to ensure that any revenue generated from accounts confirmed to be engaged in trafficking is donated to organisations supporting trafficking survivors.
	Right to effective remediation	The instigation of a detailed review of existing grievance mechanisms, a key process for remediation efforts, and establishment of new ones in line with UNGPs is planned in a coming phase.
Staffing SBU ^{*2}	Right to non-discrimination	Mystery calls to verify business clients' rejection of discriminatory requests and establishment of whistleblower hotlines for all internal employees and temps.
	Right to privacy	Our employees undergo regular training to protect against data breaches, remain aware of developing technologies and possible threats.
	Right to good & safe working conditions	Creation of a supplier code of conduct closely aligned to the UNGPs, regularly working with client companies on working conditions, and conducting annual engagement surveys for internal employees.
Marketing Matching Technologies SBU ^{*3}	Right to good & safe working conditions	Fostering diverse work styles with flexible hours and remote work guided by “Bet on Passion,” while cultivating internal human rights awareness through education. Obtain consent from suppliers regarding our “ Recruit Code of Conduct ” (Japanese only), provide human rights-related information and materials and solicit feedback.
	Right to privacy	Striving to provide safe and secure services by prioritizing privacy protection, strengthening security, and upholding fairness and impartiality.
	Right to access web services	Promoting efforts to gradually adapt to the Web Content Accessibility Guidelines (WCAG) 2.2 as a quality standard on Recruit Co., Ltd. 's corporate website.
	Right to access high-quality information	Began initiatives to realize responsible AI, anchored by “ Recruit AI Utilization Guidelines ” (Japanese only).
	Right to non-discrimination	Established and implemented company-wide Product Content Quality Guideline for product and advertising information, ensuring compliance and respectful content.

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 make no representations or warranties, expressed or implied, regarding its actual accuracy or completeness.

Although this publication contains statements about the future, actual results may differ materially due to 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.

Report Period

Recruit Group Profile 2025: Inside Out covers the period between December 2024 and November 2025. Some references are made to dates before and after this period.

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Version 1.0 Published December 2025

[Publisher]
Recruit Holdings Co., Ltd.

[Inquiries about Recruit Group's activities]
<https://inquiry.recruit-holdings.com/>