

CHAPTER 2

RECRUITING



Recruiting Like-minded People to Achieve the Group's Mission

It is said that the competency level of the Junior employees a company hires determines its future five to ten years down the line. Among the four areas of recruiting, development, systems and corporate culture, we invest most heavily in recruiting.

Of course, acquiring capable human resources with a high level of ability and potential is one aspect of recruiting. However, beyond that aspect, we consider recruiting to be a way to welcome like-minded people who sympathize with the Group's mission and who will work with us toward our goals. We therefore consider a high level of sympathy with our philosophy to be an essential condition in recruiting employees for the Link and Motivation Group. Without sympathy with our philosophy, prospective employees cannot be expected to perform at their best, no matter how capable they may be.

We also believe that recruiting activities have the effect of improving the motivation of existing employees. Because we emphasize sympathy with our philosophy, recruiting becomes a forum for applicants and existing employees to discuss their visions for the future. Employees tell applicants in their own words their thoughts on the future of society and their company, which in turn increases the employees' own commitment.

In this way, our recruiting is not just a matter of acquiring human resources, but also an important measure for generating a high level of employee engagement in the Group.

CHAPTER 2 | Recruiting

01 Recruiting United by a Common Philosophy

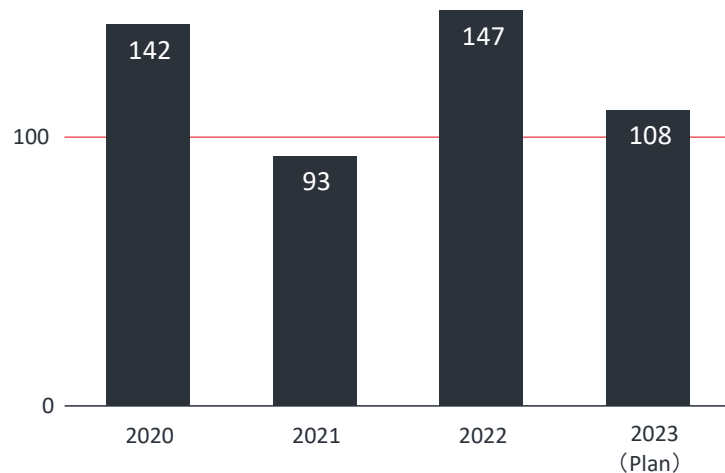
Results of Entry Management Survey of New University Graduate Employees

Positioning of Priority Factor “Philosophy” by Company



Note: Results for 7 Group companies that recruit new university graduates

Number of New University Graduates Hired



Recruiting United by a Common Philosophy to Increase Engagement

To achieve a **high level of employee engagement**, at the recruiting stage we insist on a high level of engagement. In the Link and Motivation Group, we believe that sympathy with our philosophy will lead to a high level of engagement, so **we give sympathy with our philosophy the greatest emphasis in our recruiting**.

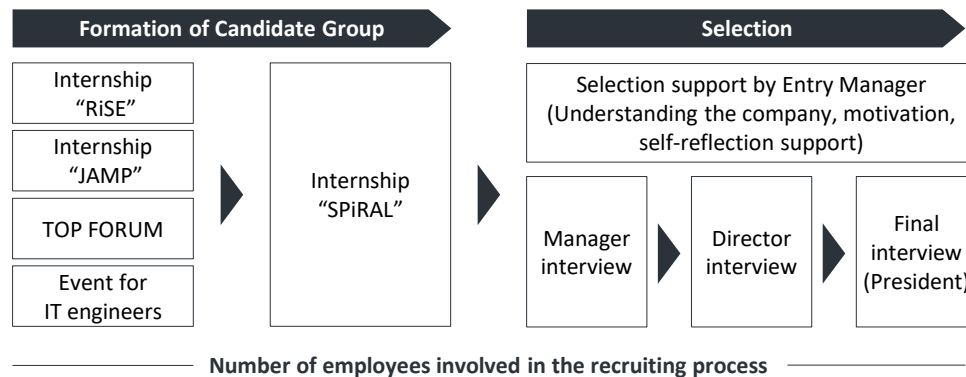
We measure the degree of mutual affinity between our Group companies and applicants in recruiting activities based on the Entry Management Survey, a diagnostic tool that can quantify the degree of mutual commitment between companies and applicants. The results of the 2022 survey indicate that in each Group company, **new employees are sympathetic with the Group’s philosophy when they join**.

As shown in the chart on the bottom left, the Link and Motivation Group hired 147 new university graduates in 2022 and plans to hire 108 people in 2023. In 2024, we plan to recruit at least another 100 people who sympathize with our philosophy.

CHAPTER 2 | Recruiting

02 Attracting the Talent We Want to Hire

New Graduate Recruiting Process (Example: Link and Motivation Inc.)



250



TOP FORUM

At this event, the presidents of Group companies gather to talk about their company's business and outlook. Speaking directly to the students, they each convey the philosophy of their own company.



SPIRAL

In this program, interns are involved in planning for organizational transformation based on actual customer case studies. Working side by side with Link and Motivation Group consultants in confronting the most difficult corporate issues gives participants a feeling for our one-of-a-kind value.

Attracting the Talent We Want, Rather Than Choosing from People Who Want to Work for Us

We approach recruiting with the stance of attracting the talent we want, rather than choosing from among people who want to work for us. We believe it is important for our recruiting activities to lead people with potential and compatible values to feel that we want them to join our company.

That is why the entire company, from upper management to the youngest employees, works together in recruiting. The idea is not to put people into the company, but to put the company into applicants. Therefore, a variety of employees interact with applicants during various aspects of the recruiting process to give applicants a deeper understanding of the Group. We believe this enables our hiring to emphasize the connection between the applicant's vision for the future and the philosophy of the Link and Motivation Group.

Conducting recruitment as a Group-wide endeavor has enabled us to build strong recruiting capabilities. At the same time, it is also an opportunity for current employees to take a fresh look at their day-to-day work and increase their motivation.