

s|three

Gender Representation in Japan



Building a better future

As a specialist staffing company our purpose is 'Bringing skilled people together to build the future'. Over the last two years our purpose couldn't have been more relevant as we've helped our clients find the right STEM talents to tackle the challenges of the pandemic and help the world recover.

We believe that bringing cultures, communities and backgrounds together is a vital part of building a better future. We're proud to be a company that attracts diverse talent to move society forward through STEM.

Our Diversity, Equity and Inclusion (DE&I) strategy and policies are critical to attract, develop and retain diverse talent and help our people perform to their maximum potential. As a global organisation we're committed to change and have set ourselves challenging targets for gender, aspiring to increase gender representation at leadership levels to 50/50 by 2024.

We know we have more to do. This report sets out not only our legal reporting requirements, but our commitments and actions to help us achieve our targets. We have a responsibility to be leaders in this space within the world of recruiting, and the opportunity to help solve complex global issues by making STEM industries more accessible and inclusive.



Timo Lehne, CEO



Chris Reilly, Managing Director - Japan

Handwritten signature of Timo Lehne in black ink.

Timo Lehne
CEO

Handwritten signature of Chris Reilly in black ink.

Chris Reilly
Managing Director - Japan

Our diversity, equity and inclusion journey

At SThree, our ambition is to be recognised as leaders of DE&I in the staffing industry. We want to attract, retain and develop great talent, and we know great minds don't always think, act or look alike.

To help us achieve our ambition, in 2020 we launched our four year DE&I strategy. At the heart of our strategy we are committed to creating a culture of allyship and delivering systemic equity through developing our policies and processes.

Three years in to our strategy and we've accomplished a great deal. We've held 395 hours of leadership training, we've grown our community networks and expanded our global employee resource groups. In 2021 we launched our Global DE&I policy and vision statement across all regions. We've developed a future leaders programme for women, IdentiFy+, to develop and retain our leaders of tomorrow. And in 2021 we won Company of the Year at the European Diversity Awards.

Globally, women now make up 40% of our Executive Committee. So we're starting to see change, but we know real change takes time.

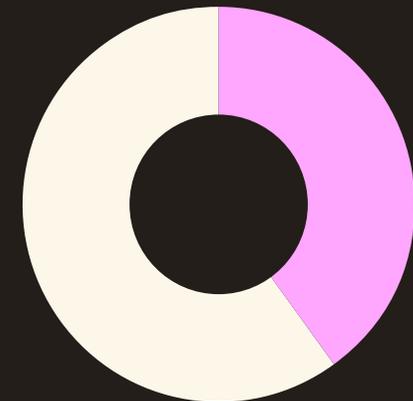
We know we have more work to do to balance gender representation at all levels. The third year of our DE&I strategy, will continue to drive the change needed to help us achieve our ambition of being a STEM and staffing leader of DE&I.



Karima Green, Global Head of Diversity, Equity & Inclusion and People Engagement

Our gender balance

At 30 November 2021, the gender balance and head count in our Japan office was:



■ 38 Women (40%) ■ 56 Men (60%)

What we're doing at SThree

Here are highlights of key actions the business has taken globally in 2021, and how our goals and next steps for the future align with our DE&I strategy key conditions of success:

| Condition of success | What we've done |
|---|---|
| Listen to our people, act on their feedback and create an environment where they can shine | <ul style="list-style-type: none">• Launched SThree DE&I bitesize training• Held four global webinars reaching over 1,600 colleagues• Completed promotions & progression audits to identify any systemic barriers related to gender that are holding women back at SThree |
| | What we'll do <ul style="list-style-type: none">• Expand our DE&I learning curriculum• Build engagement on global and local awareness days |
| Condition of success | What we've done |
| Create a renewed focus on inclusion, culture addition, not culture fit | <ul style="list-style-type: none">• Launched our Global DE&I policy• Refreshed policies to support family leave• Changed processes and policies to drive systemic focus on DE&I in our hiring, reward, learning & development and ESG |
| | What we'll do <ul style="list-style-type: none">• Roll out inclusive language guide• Use employee engagement data to improve the employee experience |

What we're doing at SThree

| | |
|---|--|
| Condition of success | What we've done |
| Reflect our clients and candidates in the countries we operate, and by doing so value diversity | <ul style="list-style-type: none">• Set clear global and local country DE&I targets owned by local leadership |
| | What we'll do <ul style="list-style-type: none">• Focus on delivery of targets to drive change |
| Condition of success | What we've done |
| Build a diverse leadership team who will positively and actively challenge and change the status quo | <ul style="list-style-type: none">• Invested in remote learning to support flexible working and career development• Launched future leadership development programme for women IdentiFy+• Delivered leadership executive bias training to our Board, our Executive Team and all regional leaders across the business |
| | What we'll do <ul style="list-style-type: none">• Inclusive leadership training• Bias training for our people managers• Link executive pay to DE&I targets from 2022 |

Our progress in Japan

As part of our commitment to making sure women have the right opportunities:

- Women now make up 40% of the Japanese SThree population
- In 2021 women represented 20% of our middle management. We want to increase this to 25% in 2022.
- 31% of women received a promotion in 2021. Our ambition is to increase this to 50% in 2022.
- We've partnered with our colleagues in Singapore and launched a DE&I network that focuses on education, recognition and celebration to support a diverse and inclusive culture.
- We've introduced a local L&D Lead in Japan to support localised training for all our people. A key focus of this role will be to strengthen our focus on DEI awareness.
- We've introduced a local Talent Acquisition Lead in Japan to make sure our attraction strategies deliver gender-balanced and inclusive shortlists.



Ayako Kawamura, HR Business Partner

sthree.com

