

## — CHRO Message

We want to work with mission-driven people to grow our business and reshape the world

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### We Need People who Can Make Decisions with Determination and Intent

Sansan was founded in 2007 with just five employees. Over the past 15 years, it's grown to 240 times that number, to 1,205 (as of May 31, 2022). In the three years since our listing on the Tokyo Stock Exchange, the world has changed in ways totally unforeseen at the time of our founding.

We launched our first product, Sansan, followed by Eight, and have continued to add to our lineup, shifting to a multi-product structure. Our investment strategies have also accelerated, and we have established several group companies. As we move into a new phase, we must also change our human resource strategy and human resource investment methods, while looking to the future. Recruitment is one of our most vital areas of focus. In the fiscal year ended May 31, 2022, we made approximately 340 new graduate and mid-

career hires. But we need even more talent as we continue accelerating the development of our business worldwide.

As an aside, our company defines talented human resources as people who can "Make decisions with determination and intent." We assess this by, for instance, looking at the decisions they have made in past situations. I believe these decisions reveal the person they want to be. Their determination to make that a reality will also be reflected in their decisions and policies at Sansan and in their departments. We place great importance on such a mindset. One of our values is "Lead the customer." This is also a simple expression of our stance. We don't just seek out and address customer needs; rather, we present our vision to the world and prioritize gaining customers' understanding of the value we provide and what we are trying to create through our services and products. In other words, we are committed to our mission of "turning

encounters into innovation." We aim to visualize the business networks that are triggered by exchanging business cards, and other information about points of contact, to create a world where people can meet who they want to meet and/or should meet. For this reason, we believe recruiting is about finding people who share our vision of the future beyond our current services.

### Sales Force Expansions and High-Level Engineering Personnel

It's vital for our business that our products continue evolving. At the same time, however, we can't change how business works unless we raise people's awareness of our products and sell them in a way that encourages people to use them. If engineers can evolve our services (add depth), salespeople can expand them (add breadth). While both engineering and sales are vital, in our current phase, it's of foremost importance that we increase our salesforce. At the same time, we also want to ensure we maintain high standards when hiring engineers. We combine several approaches to meet our staffing needs, including mid-career recruiting, headhunting, and referral recruiting. Still, whether it's sales staff or engineers, it's not enough for them to just be talented. We need people who also have a mission-driven mindset.

### Driving Engagement Through Discussions About the Katachi of Sansan

As a company grows and expands, people inevitably find it harder to see the relationship between the task at hand and our overarching mission. This is why we use every opportunity to confirm our corporate philosophy: the Katachi of Sansan. Since our founding, we have always involved all employees whenever we have revised the Katachi. Our Katachi discussions in 2022 centered on the theme of: "Why does your department exist and what is it trying to achieve? Express this as a mission statement." We've also discussed the more fundamental question of whether we need to continue

to uphold our current values in the future. For example, one of the past topics saw staff re-examining our values, removing those they felt were unnecessary, and adding or proposing values we should emphasize in the future. In this Katachi discussions, we divided more than 1,000 employees into over 100 teams, each made up of people with different job titles, divisions, and employment histories. They then spent three hours discussing the topic and creating output. This output was then sent back to their respective departments for further discussion, and each department compiled its own output. This process involved another three-hour discussion. Afterwards, we also held similar phased discussions among executives and the management committee, and incorporated all these discussions into the Katachi. We believe that, because all our employees were at the center of these discussions and their output was included in the company's framework, they were each able to feel that our vision is also their own. These experiences contribute to the creation of a mission-driven organization.

Recently, we have started assigning new employees to HR to undergo five days of training upon joining the company. There, they discuss company rules, the knowledge required to work at Sansan, and the Katachi. Three months after joining, they speak with their superiors about what they've experienced of this Katachi, and CEO Terada talks with them about how the Katachi is changing. They then receive another opportunity to reflect on this at the six-month mark.

Among our other initiatives is a monthly employee engagement score survey. Its results let us analyze and visualize the state of our organization and take action to address various issues. We're also focusing on ways to create stronger connections among employees. One example is Know Me, a system in which we subsidize meals outside of work for employees from three different departments. There's also Nana Hachi, where two veteran staff and a new employee have a two-on-one meeting. Such efforts to support cross-departmental connections help generate new ideas and foster smooth communication at work. Also, as the number of

management layers increases in the medium- to long-term, we're working to establish clearer management policies for each management level. In particular, we believe we also need to accelerate our human resource development efforts. To do this, we're not relying only on internal knowledge but are also consulting with outside experts.

### A Professional Sense of Fairness Toward Diversity and Inclusion

We want to be fair to all our employees. One of our past values was "make the right decision, fairly." When making hiring decisions, we don't do so based on attributes like new graduate or mid-career hire, gender, or nationality. Instead, we try to approach everyone fairly, as professionals. At the same time, as the HR department, we want to increase our ratio of female employees. Currently, around 30% of our employees are women. We're aiming for 40%. We want to increase our ratio of female executives to the same level as well. In terms of international recruitment, we're focusing on hiring foreign nationals to work at our headquarters in Japan. Before others even knew what we did as a company, we've always said we would change how people work globally, and we tried to identify opportunities to do so internationally. To that end, we're trying to gain new insights through cross-cultural communication. For example, we invited all foreign nationals hired at our Singapore branch to join our company-wide meeting in Japan in June 2022 and interact with Japanese employees. We also plan to proactively increase the number of these initiatives. At the same time, we're sending engineers from Japan on

visits to our overseas locations to ensure that diversity is accepted and that we create a culture that is conducive to our mission.

### Continuous Pursuit of Growth with Talented Human Resources

I first met CEO Terada in 2007, shortly after Sansan was founded. At the time, I was working for a recruiting company. Eventually, I joined Sansan. When I did, he said, "I don't have any results to be proud of yet, but there are some wonderful people I want you to meet who share my worldview and want to make it a reality." I ended up going out for dinner with staff from sales, engineering, and the Board of Directors. When I spoke to the sales staff, they said, "Our products are created by talented engineers, and as salespeople, our job is to convey the value they've produced to the market." Meanwhile, the engineers said, "We can't have salespeople be ashamed of our products. If we give them products with new features, they're sure to produce great results." They spoke with me, an outsider, with enthusiasm, while expressing respect for their colleagues in other divisions. Although they had different roles and used different words, they were all saying the same thing: "With this product, we will change how people work globally." This was precisely the kind of organization I wanted to create in my role as a recruiter. With such an organization, whether we have 50, 100, or 200 employees in the future, the 201st employee would be able to say they were proud to be here. At the same time, we could surely create an organization in which current employees would be proud to have this newest employee as a colleague. That hunch ultimately helped me decide to join the company. I feel the same now as I did then, and I want to help our company grow even more. How we achieve growth is of course vital, but who we do it with is even more critical. The best part of being a CHRO is wondering who you'll meet next and if you can create the kind of organization that will make that person want to choose to become your colleague.

Yuta Ohma, Director, Executive Officer, CHRO, Managing Executive (Human Resources Division)

### Unique Employee Empowerment

To sustain growth by absorbing our talent's expertise, we need an environment where all employees can work with great ambition. We have therefore put in place various systems to support active communication, knowledge acquisition, and diverse ways of working.

### Promoting Greater Understanding of Sansan and Fostering Lively Internal Communication

#### Company-Wide Katachi Discussions

We regularly provide opportunities for all employees to discuss our corporate philosophy. Addressing our values and culture altogether is crucial for employee development and productivity improvement.

#### Sansan Values Star Award

Using Unipos, a service for peer evaluation and commendation, we have a system for employees to send praise to each other. We also have occasions to give awards to employees who embody our values.

#### Know Me

We have set up a system to subsidize food and drink expenses when three employees in different departments have a meal together. This contributes to stimulating internal exchanges and improving the quality of each employee's work.

### Knowledge Acquisition and Skills Improvement

#### Coacher

With the aim of helping employees identify areas for further growth and take action, we implemented a system that allows them to receive coaching from employees with specialized business coaching qualifications.

#### Geek Seek

Aiming to improve our services, we established a system to subsidize the purchase of publications, tools, and event participation expenses for our engineers, researchers, and designers to acquire knowledge and improve their work efficiency.

#### Ocean

As we are developing our overseas business and hiring more foreign employees, we have established a system to support employees learning English or Japanese by subsidizing associated costs, such as lessons and book purchases.

### Enabling a Variety of Working Styles

#### Telecommuting System

This system lets employees choose to work from home for a certain number of days per month. The ability to flexibly combine the working styles of office and home will lead to increased work productivity.

#### Flextime System for Engineering Staff

This system lets employees freely adjust their daily starting and ending hours within the designated total working hours. This enables a variety of working styles and improves work productivity.

#### Oyaco

This system partially subsidizes fees for non-accredited nursery schools, babysitters, and childcare, helping female employees to return from maternity or childcare leave more easily and employees to balance work and childcare.

### Employees' Voices

#### Coaching from a Working Mom: Masami Naito, Customer Success Department, Business Division

Masami is a mother of two and a member of Sansan's Customer Success Department in the Business Division. After taking the initiative to study coaching, she now works as one of the Coachers, coaching employees on their work and helping them tackle concerns related to life events such as marriage or childbirth. Masami herself was supported by Coachers when she was facing difficulties. This experience made her want to help others in the same way, leading to her decision to start studying. She became a Coacher in March 2021, and her role has expanded to include managers and employees after maternity or childcare

leave. When coaching, she focuses not only on discovering what is important to that individual, and what they want to become, but also helps them perceive issues from multiple perspectives. This lets them understand things from new angles. As a result, she believes coaching is not only about increasing others' motivation but also about connecting that motivation with action.

