

Kakao Diversity Report 2023




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Reporting Period

The information presented in this report predominantly reflects data as of the year 2022. Analysis of the 2023 data will be conducted following the conclusion of the fiscal year and will subsequently be incorporated into the 2024 report. In certain instances, datasets encompass a three-year period (2020-2022) to facilitate comprehensive time-series analysis.

References

- [Kakao Human Rights Statement](#)
- [2022 Kakao's Commitment and Responsibility](#)

Letter from the CEO

Fostering a virtuous cycle: Embedding a culture of diversity internally and extending its positive impact to society



Our Mission

At Kakao, our mission is to make a better world through our technology and people. In this era of rapid technological advancements and digital transformation, our society is growing richer and more diverse with each passing day.

In our commitment to driving forward this change and innovation, we recognize our responsibility to prevent potential alienation and discrimination within the digital ecosystem. We are dedicated to thriving alongside everyone in our community who are interconnected through our services and technology.

We are endeavoring to ensure that the value of diversity remains ingrained 'within Kakao' and is 'extended to society' through our technology and actions.

Kakao's Commitments to Diversity

Through the adoption of the 'Business and Human Rights Statement,' we affirm our adherence to international human rights standards, including the United Nations Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights, and the International Labour Organization Declaration on Fundamental Principles and Rights at Work. Moreover, we pledge compliance with domestic laws that reflect these principles.

At Kakao, we value each Krew member's diverse background and perspective. We are committed to fostering a bias-free workplace based on factors such as origin, race, ethnicity, nationality, gender identity, sexual orientation, personal belief, religion, age, or disability.

To safeguard against any unintended negative impacts on diversity and ensure safety for all users, we are continuously refining our policies and principles governing the development and operation of our services and technology.

We will remain focused on advancing inclusive services and technology with transparency. By spreading the value of diversity both within and beyond Kakao, we aspire to cultivate an equitable digital ecosystem that brings belonging and empowerment for all.

December 2023
Euntaek Hong
CEO, Kakao

Executive Summary

Kakao Workforce



- Kakao employs 2,183 male employees (56.0%) and 1,718 female employees (44.0%).
 The gender gap in the overall workforce has decreased from 18.6%p in 2020 to 12%p in 2022.
- Among new hires, 453 are male (52.1%) and 417 are female (47.9%).
 The gender gap in new hires has reduced from 20.8%p in 2020 to 4.2%p in 2022.
- **Kakao's female representation on the board stands at 57% (4 directors), surpassing both the EU quota for women on corporate boards (33%)* and the female board representation of South Korea's top 500 listed companies (10%)*.**
- **The number of high-level female managers has increased from 24 (22.4%) in 2020 to 58 (34.1%) in 2022.**
- 23 employees have been newly hired at the Linkage Lab, Kakao's subsidiary-type standard workplace for the disabled.

* Source: Directive of the European Parliament and of the Council on improving the gender balance among non-executive directors of companies listed on stock exchanges (to be enforced from June 2026).

** Source: 'Status of female board representation of South Korea's top 500 listed companies', CEO Score (2023).

Work-Family Balance



- Kakao offers maternity, miscarriage, stillbirth, and prenatal leave benefits, available to both employees and their spouses.
- A two-year childcare leave is provided, which includes one year guaranteed by the policy.
- Family care break for up to 10 days per year and family care leave for up to 90 days per year are provided for Krew members with family responsibilities, including childcare, illness treatment, senior support, accidents, and educational institution visits.
- 'Kakao Refresh Leave' is provided for up to 30 days, with financial support of KRW 2 million.*
- Kakao operates a selective working hours system known as 'Kakao On**' and observes a 'Recovery Day' (a day off) every last Friday of the month.
- **All four of Kakao's workplace child care centers have been awarded government honors.**

* Provided every three years from the first day of employment. (National and public holidays are not excluded from the total duration of 'Kakao Refresh Leave'.)

** Krew members can set their own work schedule without any restrictions on minimum working hours required per day or week.

Bias-Free and Respectful Culture



- According to Kakao's 2022 organizational health check, 86% of the Krew responded that they can express their opinions without difficulty, and 72% expressed that original and innovative ideas are being shared within the organization.
- In 2023, the office snack bar 'Oasis' began to be managed by Krew members with disabilities.
- Kakao's subsidiary-type standard workplace for the disabled, the Linkage Lab, was honored as the 2023 Outstanding Business in Disability Employment. This recognition is attributed to its significant increase in the employment of severely disabled individuals and women with disabilities, achieving approximately 25% and 40% growth, respectively, compared to the previous year.

Hiring Principles



- Since 2017, Kakao has implemented a 'blind hiring' system, which does not require applicants to disclose their academic background, major, age, or gender.
- Kakao recruits junior technical positions by conducting coding tests, bypassing the initial application screening round.
- Since 2019, Kakao has been running internship programs.



Kakao Workforce

● The term 'Kakao Krew' serves as a symbolic expression representing the collective identity of our employees, as crew members on board the Kakao vessel, jointly navigating uncharted waters.

Kakao is committed to honoring the individuality of each Krew member, valuing their diverse backgrounds and perspectives. This commitment is evident from the recruitment phase, permeating through the company welfare system and influencing the overall organizational culture. We understand that the collaboration of individuals with different identities, such as gender, age, and culture, fosters the growth of both Kakao and our Krew and helps us create more innovative and inclusive services.

In line with our commitment to diversity, Kakao aspires to create an environment where numerous talents can flourish. We actively support our Krew members with their self-development initiatives and efforts to enhance their professional capacity. Our internal principles and policies related to diversity and inclusion are regularly reviewed and updated, ensuring their alignment with our values in the course of implementation.

1) The abbreviation '24K' encapsulates the concept of '24 hours for Krew,' a program in which Kakao Krew members across diverse professions, including engineers, designers, and project managers, actively engage to transform their innovative ideas into tangible prototypes.

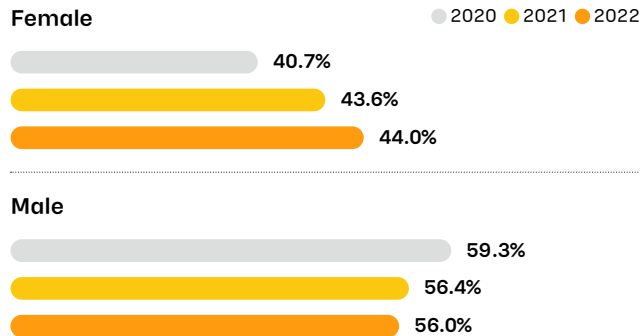
Kakao Krew Participating in the '24K AI Hackathon' (June 2023)¹⁾



Highlights

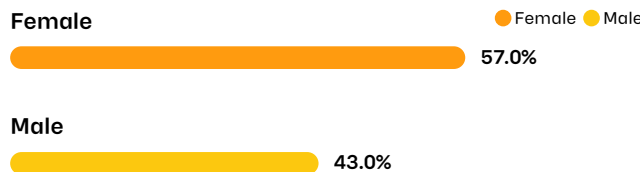
1 The representation of women at Kakao is on a positive trajectory. As of 2022, Kakao has 2,183 male employees (56.0%) and 1,718 female employees (44.0%). The gender gap in the overall workforce has narrowed from 18.6%p in 2020 to 12%p in 2022.

Gender representation in the workforce



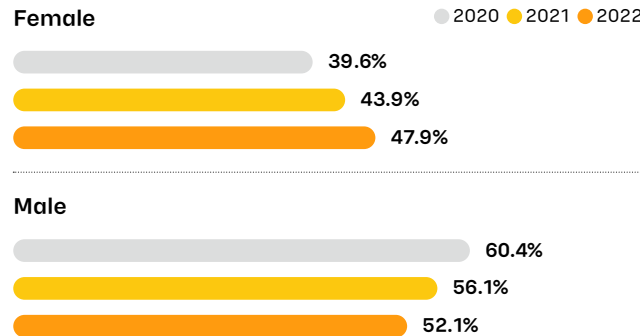
3 As of September 30, 2023, Kakao's female representation on board stands at 57% (4 directors). Additionally, the number of high-level female managers increased from 24 (22.4%) in 2020 to 58 (34.1%) in 2022.

Gender representation on board



2 In 2022, 870 new employees joined Kakao, marking a decrease of 124 compared to the previous year. Among these, 453 were men (52.1%), and 417 were women (47.9%). Notably, the gender gap in new hires witnessed a decline from 20.8%p in 2020 to 4.2%p in 2022.

Gender representation in new hires



Kakao's female board representation



EU quota for women on corporate boards (to be enforced from June 2026)³⁾



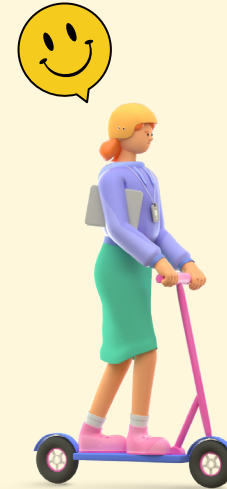
Female board representation of South Korea's top 500 listed companies⁴⁾



2) As of September 30th, 2023.

3) Source: Directive of the European Parliament and of the Council on improving the gender balance among non-executive directors of companies listed on stock exchanges.

4) Source: 'Status of female board representation of South Korea's top 500 listed companies', CEO Score (2023).

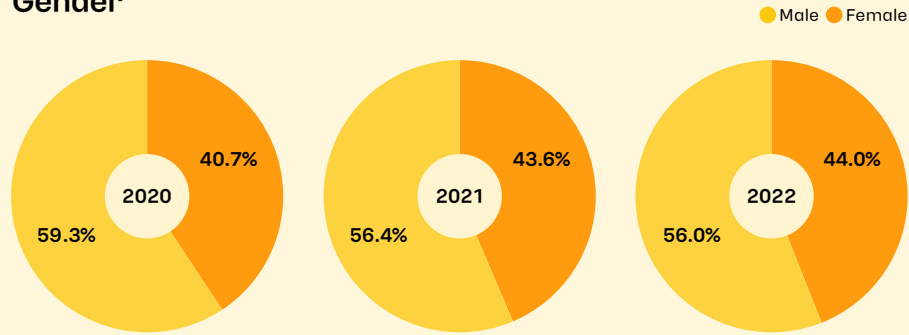


4 In 2022, the number of new employees aged 30-49 increased from 275 (27.7%) to 396 (45.5%). Conversely, the number of new employees under 30 decreased from 716 (72.0%) to 466 (53.6%).

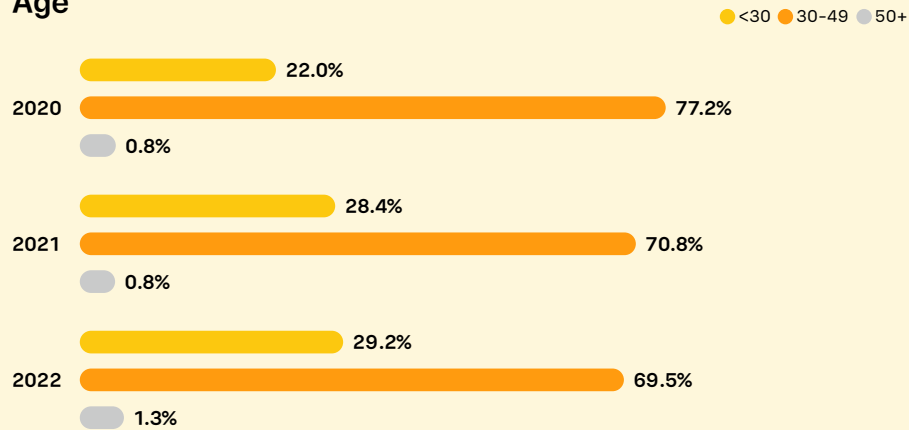
5 In 2022, the number of foreign Krew members decreased from 17 to 6, and the count of Krew members with disabilities saw a slight decline from 8 to 7. Furthermore, there were 23 new hires at Linkage Lab, Kakao's subsidiary-type standard workplace for the disabled.

Workforce Data⁵⁾

Gender



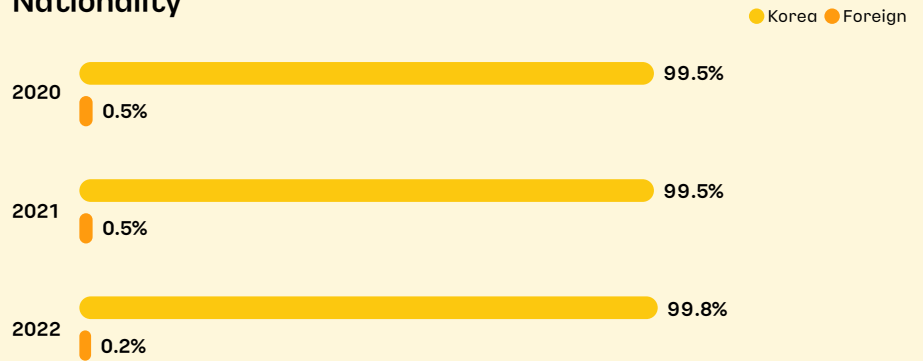
Age



Disability



Nationality



Workforce 2020-2022 (Total)

(Unit: Person)

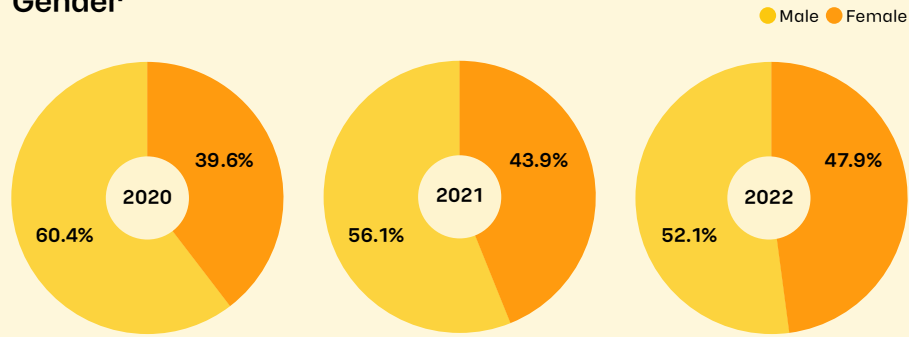
Category	2020	2021	2022	
Total⁶⁾	2,837(100%)	3,472(100%)	3,901(100%)	
Gender	Male	1,682(59.3%)	1,958(56.4%)	2,183(56.0%)
	Female	1,155(40.7%)	1,514(43.6%)	1,718(44.0%)
Age	<30	625(22.0%)	986(28.4%)	1,141(29.2%)
	30-49	2,190(77.2%)	2,457(70.8%)	2,709(69.5%)
	50+	22(0.8%)	29(0.8%)	51(1.3%)
Nationality (Data collection began in 2021)	Korea	2,824(99.5%)	3,455(99.5%)	3,895(99.8%)
	Foreign	13(0.5%)	17(0.5%)	6(0.2%)
	US	-	8	2
	Australia	-	7	0
	Japan	-	1	1
Canada	-	1	3	
Employees with disabilities	6(0.2%)	8(0.2%)	7(0.2%)	

5) All employees as of December 31st of each calendar year are accounted for, excluding board directors from the count. For more details, please refer to 'Status of Employees, Etc.' in 'VIII. Matters Related to Executives and Employees, Etc.' of the Kakao Business Report.

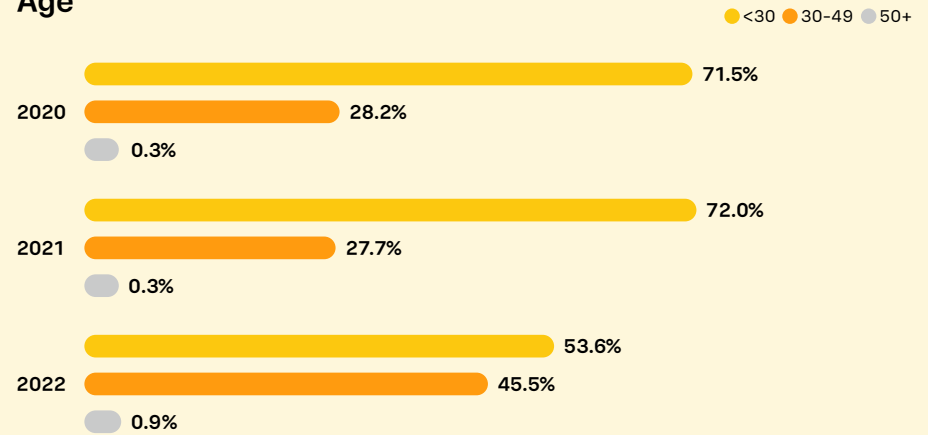
6) The total count equals the aggregation of the number of employees within each category: gender, age, and nationality.

Hiring

Gender



Age



Hiring 2020-2022 (Total)

(Unit: Person)

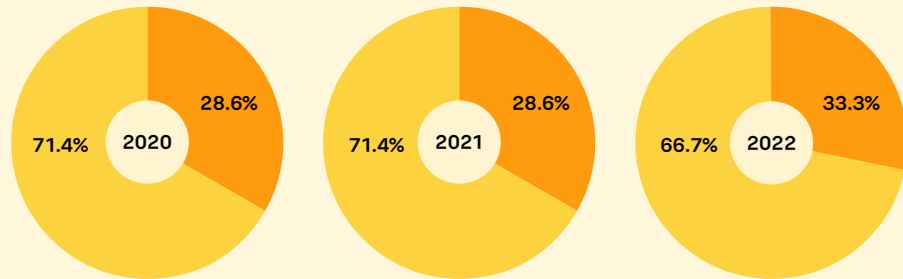
Category		2020	2021	2022
Total		738(100%)	994(100%)	870(100%)
Gender	Male	446(60.4%)	558(56.1%)	453(52.1%)
	Female	292(39.6%)	436(43.9%)	417(47.9%)
Age	<30	528(71.5%)	716(72.0%)	466(53.6%)
	30-49	208(28.2%)	275(27.7%)	396(45.5%)
	50+	2(0.3%)	3(0.3%)	8(0.9%)

Leadership

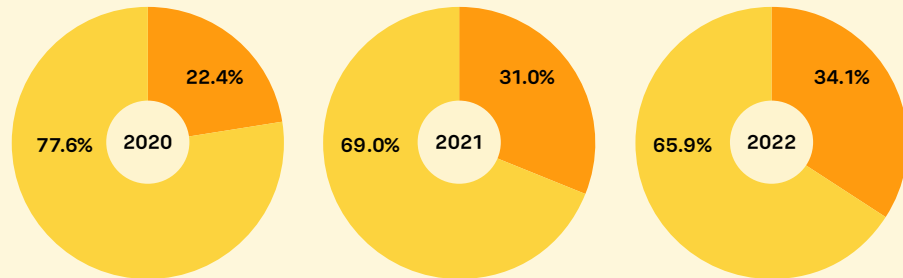
Gender

Executive

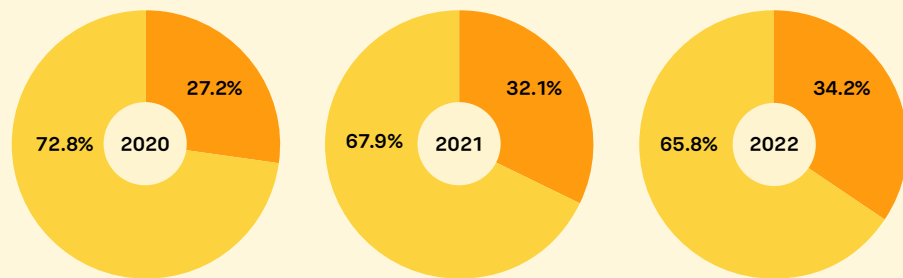
● Male ● Female



High-Level Manager

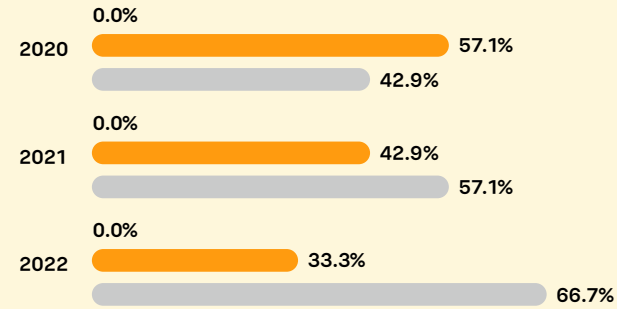


Lower-Level Manager



Age

● <30 ● 30-49 ● 50+



Leadership

Leadership 2020-2022 (Total)

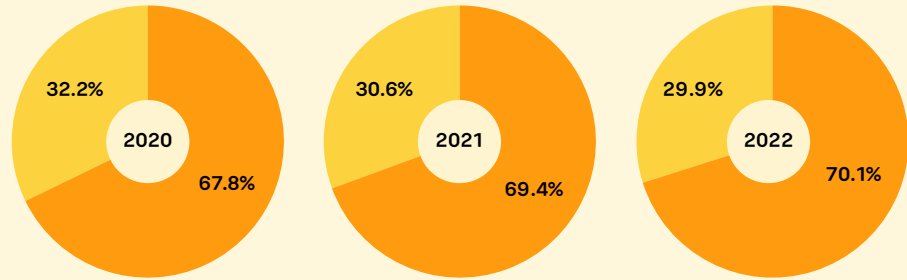
(Unit: Person)

Category		2020	2021	2022	
Executive	Total	7(100%)	7(100%)	6(100%)	
	Gender	Male	5(71.4%)	5(71.4%)	4(66.7%)
		Female	2(28.6%)	2(28.6%)	2(33.3%)
	Age	<30	0(0.0%)	0(0.0%)	0(0.0%)
		30-49	4(57.1%)	3(42.9%)	2(33.3%)
		50+	3(42.9%)	4(57.1%)	4(66.7%)
High-Level Manager	Total	107(100%)	129(100%)	170(100%)	
	Gender	Male	83(77.6%)	89(69.0%)	112(65.9%)
		Female	24(22.4%)	40(31.0%)	58(34.1%)
	Age	<30	0(0.0%)	0(0.0%)	0(0.0%)
		30-49	101(94.4%)	120(93.0%)	156(91.8%)
		50+	6(5.6%)	9(7.0%)	14(8.2%)
Lower-Level Manager	Total	346(100%)	418(100%)	477(100%)	
	Gender	Male	252(72.8%)	284(67.9%)	314(65.8%)
		Female	94(27.2%)	134(32.1%)	163(34.2%)
	Age	<30	4(1.1%)	4(1.0%)	2(0.4%)
		30-49	339(98.0%)	411(98.3%)	466(97.7%)
		50+	3(0.9%)	3(0.7%)	9(1.9%)

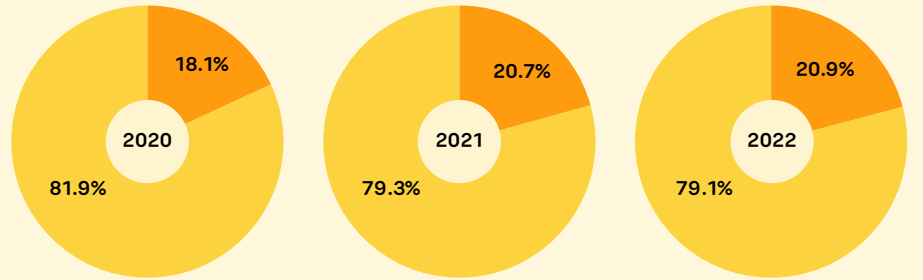
Department and Role

Gender

Employees in revenue-generating positions (Service Biz)



Employees in STEM⁷⁾ positions (Tech)



Service Biz and Tech Position 2020-2022 (Total)

(Unit: Person)

Category		2020	2021	2022	
Employees in revenue-generating positions (Service Biz)	Total	800(100%)	1,032(100%)	1,121(100%)	
	Gender	Male	258(32.2%)	316(30.6%)	335(29.9%)
		Female	542(67.8%)	716(69.4%)	786(70.1%)
Employees in STEM positions (Tech)	Total	1,389(100%)	1,722(100%)	1,937(100%)	
	Gender	Male	1,138(81.9%)	1,366(79.3%)	1,533(79.1%)
		Female	251(18.1%)	356(20.7%)	404(20.9%)

⁷⁾ STEM(Science, Technology, Engineering, Mathematics)

Work-Family Balance

● Kakao implements a range of policies designed to assist Krew members in managing both their work and family commitments. We have extended the eligibility for maternity, miscarriage, stillbirth, and prenatal leave for not only our Krew but to their spouses. Additionally, Krew members with children aged eight or younger, or in second grade or below, are eligible for childcare leave for up to two years, with one year legally guaranteed. Furthermore, we provide paid family care break to support Krew

members who need to attend to family matters such as childcare, illness treatment, elderly care, or accidents. In the unfortunate event of a Krew member's passing, their bereaved family receives a subsidy of KRW 300 million.⁸⁾

We promote work-family balance for the Krew through a flexible and self-managed working hour policy. In January 2023, Kakao introduced 'Kakao On', a selective working hours system, empowering

each Krew member to choose their working hours autonomously. Furthermore, the last Friday of each month is designated as a 'Recovery Day' (a day off) to help the Krew recharge and optimize their focus to enhance performances.

We persist in our endeavors to revise and refine our employee support programs and policies, ensuring they benefit all Krew members irrespective of their family structures.



Family-Friendly Corporation Certification granted by the Ministry of Gender Equality and Family

Kakao has been certified as a family-friendly corporation by the Ministry of Gender Equality and Family in recognition of our efforts to support childbirth, childcare, and foster a work culture conducive to family well-being.⁹⁾



8th Asia Gender Equality Index Award - Asia Business Daily CEO Prize (Organizational Culture Category)

Kakao won the Asia Business Daily CEO Prize (Organizational Culture Category) in the 8th Asia Gender Equality Index Award for creating an inclusive working environment for parents and establishing a human rights management system.

8) 'Family Love Support' allowance of KRW 200 million and group insurance payment of KRW 100 million are included.

9) Certification period: 2020.12.01 ~ 2023.11.30

Work-Family Balance

Work-Family Balance Support Program

Category	Program	Benefits	Paid · Unpaid
Leave of Absence	Childcare Leave	· Up to 2 years per child, inclusive of any reduced working hours during the childcare period, available to Krew members with children aged eight or younger, or in second grade or below.	Unpaid
	Family Care Leave	· Up to 90 days per year for attending to family responsibilities such as illness treatment, senior support, childcare, and accidents.	Unpaid
Time Off	Prenatal Leave	· Paid leave for up to 8 days. * Spousal prenatal leave: up to 3 days.	Paid
	Maternity Leave	· Paid leave for up to 90 days (up to 120 days for multiple births). * Spousal maternity leave: up to 10 days.	Paid
	Miscarriage/Stillbirth Leave	· Paid leave ranging from a minimum of 5 days to a maximum of 90 days, depending on the term of pregnancy. * Spousal miscarriage/stillbirth leave: up to 2 days.	Paid
	Adoption Leave	· Paid leave for up to 10 days.	Paid
	Fertility Treatment Leave	· Paid leave for up to 3 days per year.	Paid
	Family Care Break	· Paid leave for up to 10 days per year for attending to family responsibilities such as childcare, visits to educational institutions (daycare centers, kindergartens, schools), illness treatment, senior support, and accidents.	Paid
	Kakao Refresh Leave and Benefits	· Paid leave for up to 30 days, with financial support of KRW 2 million, is provided every three years from the first day of employment (National and public holidays are not excluded from the total duration of 'Kakao Refresh Leave').	Paid
Work-Hour Reduction and Adjustment	Reduced Work-Hour During Pregnancy	· Reduction of 2 hours per day.	Paid
	Reduced Work-Hour During Childcare Period	· Reduction of 1 to 5 hours per day (up to 2 years per child, inclusive of the duration of childcare leave).	Unpaid
	Reduced Work-Hour During School Entry Period	· Reduction of 1 hour per day (up to 1 year, starting from March 1st of the year of the child's elementary school entrance until the end of February of the following year).	Paid
	Reduced Work-Hour for Family Care	· Reduction of 2 to 5 hours per day for attending to family care, own health issues, retirement preparation, or education (up to 1 year for education and 3 years for other purposes).	Unpaid
Welfare and Support System	Childbirth Benefits	· Gifts and financial benefits are offered to congratulate Krew members' own or their spouse's childbirth.	-
	Maternity Gift	· Maternity gift is provided to improve the working conditions of the pregnant Krew members.	-
	Family Love Support	· Financial support of KRW 200 million is provided to the bereaved family in the event of sudden demise of a Krew member.	-
	Medical Expense Support	· Health insurance benefits are provided for Krew members and their immediate family to cover the medical expenses in cases of a sudden injury, illness or accident.	-
	Workplace Child Care Center and Facility	· Operating four workplace child care centers at Pangyo and Jeju Office (Space Dot Kids, Neulyesol, Agitteul, Byeoleaden). · Lactation rooms and break rooms for pregnant Krew members.	-
	Selective Working Hours System and Recovery Day	· Operating 'Kakao On', a selective working hours system, which allows Krew members to set their own work schedule without minimum work hours per day/week. · The Kakao office is closed every last Friday of the month as a 'Recovery Day'.	-

Work-Family Balance

● Kakao serves as a reliable companion for the Krew along their journey of parenthood. We are equipped with the industry's largest workplace child care center, with the capacity to accommodate 907 children and are running a total of four centers: 'Neulyesol', 'Agitteul', 'Byeoleaden' at our Pangyo Office, and 'Space Dot Kids' at our Jeju Office. Our child care centers adhere to standardized childcare curriculum tailored to the developmental stages and characteristics associated with each age group. A variety of after-school elective programs are also provided, encompassing physical education, music, English, and art.

Furthermore, all four of our child care centers have an award-winning history. Byeoleaden and Agitteul were recognized for their usage of sustainable building materials and unique space design catered to infants and toddlers, each securing first and second place from the Space Design and Environment category of the 2023 Workplace Daycare Center competition hosted by Korea Worker's Compensation & Welfare Service. Neulyesol won second place at the same competition in 2017, and Space Dot Kids received the Minister of Land, Infrastructure, and Transportation Prize at the 2015 Korean Architecture Award. Consequently,

all four child care centers of Kakao's operation boast a history of award recognition.

In addition, Space Dot Kids was selected as the winner of the 2023 Respect for Children's Rights Poster Contest, organized by Jeju Support Center for Childcare. This competition was held as part of a project to promote respect for children's rights among childcare staff, and a total of 19 daycare centers participated in the contest. The faculty and staff of Space Dot Kids crafted the award-winning poster with their heartfelt dedication to the children.

Kakao Workplace Child Care Centers



Work-Family Balance

● Kakao is committed to fostering a family-friendly work culture through a range of corporate events and welfare systems designed to support its employees. Lactation rooms and resting areas (nap rooms) are prepared for the convenience of pregnant women, ensuring they have a comfortable space whenever needed. Moreover, we extend congratulations to expecting parents with maternity gifts. For Krew members facing difficulties with family or childcare issues, we offer 'Kakao Talking About', a counseling program with external experts.

In November 2023, we organized a 'Family Day' and invited families of our Krew to the office. A wide range of programs were prepared for this special day, including a live band performance, magic show, Kakao character caricature drawing/nail art/tattoo sticker activities, claw machine, family photo studio, ball pit, kids' gym class, and food court. A total of 6,400 family members participated in the 2023 Kakao Family Day.

Kakao Family Day (November 2023)



Bias-Free and Respectful Culture

● At the very core of 'Kakao-ness', which refers to Kakao's foundational values, lies a culture centered on trust. Within this culture, Krew members are encouraged to respect diverse opinions without bias. Horizontal communication is actively promoted among individuals with varying responsibilities, facilitating the exchange of honest opinions, including objections. Within Kakao, we use English names to mitigate any tensions stemming from official or unofficial hierarchies based on position, seniority, age, and other factors. We refrain from using honorific titles after names, both in everyday conversations and official business documents.

Kakao's Core Value: 'Kakao-ness'

I believe that
my colleague's opinion
can be better than mine.

Trust to Trust

"Am I always right?"

We prioritize teamwork to complete tasks, rather than relying on individual perfection.

If we have trust in each other even in heated discussions and debates, we can always find better answers.

To gain trust, respect others first.

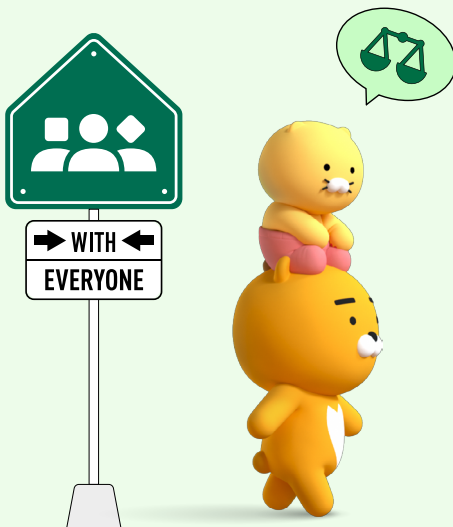
Going alone, you can go fast, but together, you can go further.

#TrustStruggleCommitment #Respectwithoutprejudice

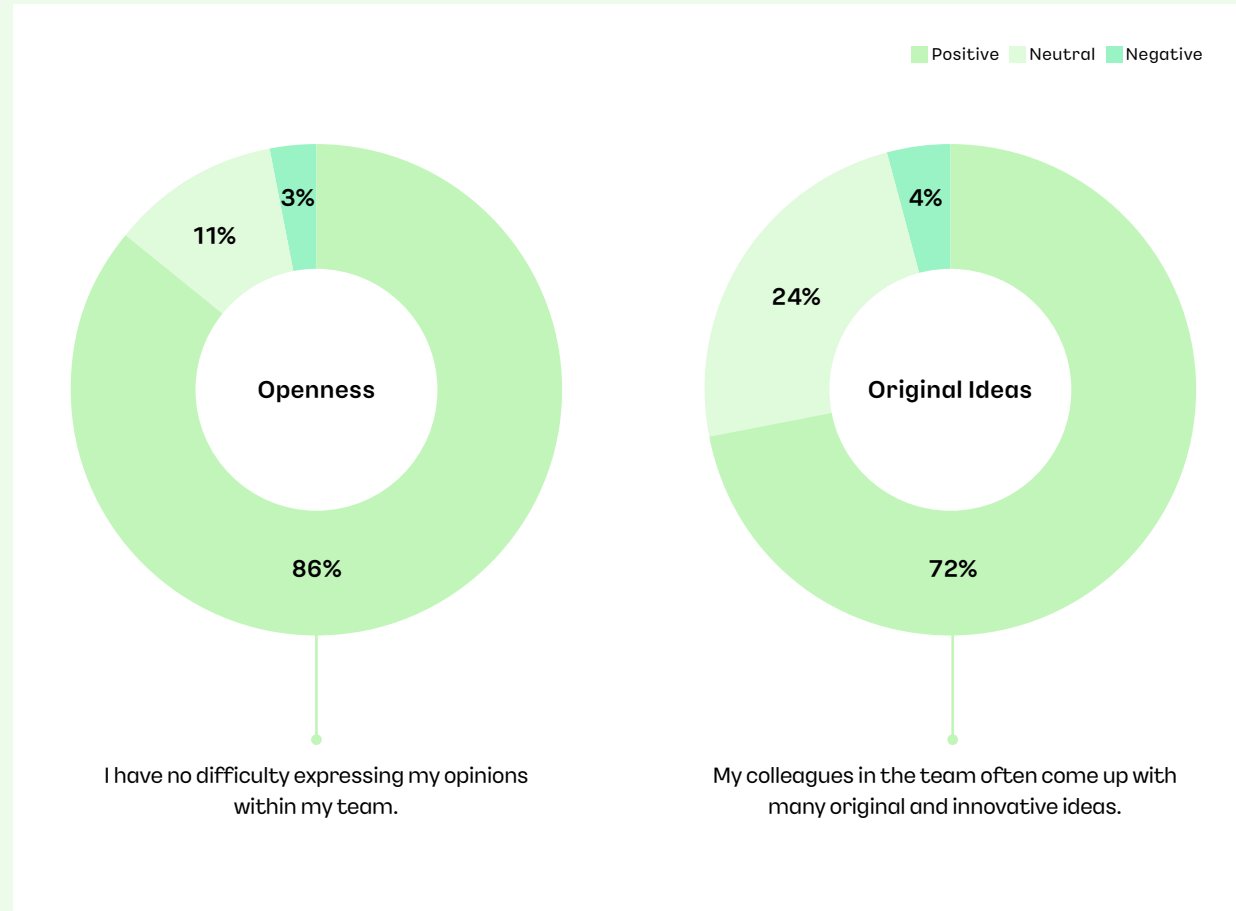


Bias-Free and Respectful Culture

● Annually, in September, we conduct an 'organizational health check' to gather feedback from Krew members regarding our organizational culture. This survey aims to identify areas for improvement and set a direction for the company's sustainable growth. In 2022, the scope of the 'organizational health check' was expanded to include Kakao and its nine affiliated companies, achieving a response rate of 53.1% for Kakao and 59.2% overall. According to the responses to questions regarding diversity and inclusion, 86% of respondents indicated that they have been able to express their thoughts and opinions without difficulty, and 72% reported that they are exposed to creative and innovative ideas within the organization.

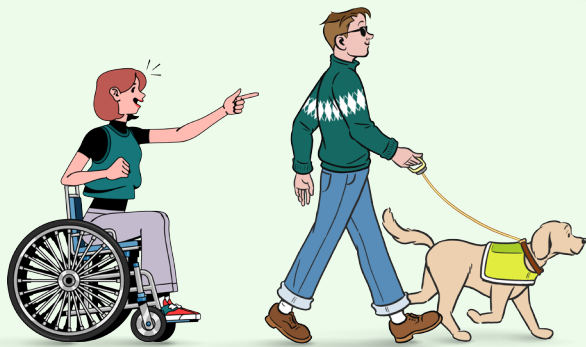


2022 Kakao Organizational Health Check - Highlights



Bias-Free and Respectful Culture

● We actively promote internal campaigns and events designed to foster communication and understanding among the diverse members of Kakao. In 2023, we organized a barista experience session involving Krew members with disabilities and introduced a special menu in collaboration with Linkage Lab to commemorate the Day of Persons with Disabilities (April 20th). Furthermore, White Cane Safety Day¹⁰⁾ (October 15th) was celebrated with special events dedicated to our visually impaired in-house masseuses, known as 'Health Keepers,' along with the distribution of campaign materials aimed at raising disability awareness among employees.



10) Designated by the World Blind Union to protect the rights of the visually impaired and promote public awareness of visual impairment.

Barista Experience Session with Krew Members with Disabilities (The Day of Persons with Disabilities, April 20th)



Bias-Free and Respectful Culture

● In 2016, Kakao established 'Linkage Lab', a subsidiary-type standard workplace for the disabled where disabled and non-disabled individuals are 'Linked' to collaborate and grow together. Guided by the mission of 'Creating a Better World by Working Together,' the Krew members of Linkage Lab undertake specialized IT tasks such as accessibility testing, search operations, content production, and design, all within an environment built upon universal design¹¹⁾ principles.

History of Linkage Lab

Oct 2023	Selected as the Outstanding Disability Employment Business
Sept 2023	Chosen as the 2023 Best Employer in Korea
July 2023	Launched Kakao Snack Curation program
Dec 2022	Certified as a Leisure-Friendly and Family-Friendly Business by the Ministry of Gender Equality and Family
Apr 2021	Awarded the Industrial Service Medal at the Employment Promotion Award for Persons with Disabilities
July 2020	Chosen as the Best Employer in Korea for 2020
Dec 2018	Selected as the Disabled-Friendly Company of the Year
Sept 2018	Selected as the Outstanding Disability Employment Business, specifically as a 'Company where individuals with disabilities can work with satisfaction'
June 2018	Launched in-house cafe business within Kakao and its affiliated companies
Apr 2018	Awarded the President's Award at the Employment Promotion Award for Persons with Disabilities
Feb 2018	Launched digital accessibility projects
June 2016	Certified as a Standard Workplace for the Disabled
Apr 2016	Established an office in Seongsu. Started operating Kakao's platform and health keeper services
Feb 2016	Founded Linkage Lab

11) Universal design is to design products, services, facilities, etc. accessible to people, regardless of age, gender, nationality, disability or other factors.

Our focus lies in creating job opportunities that are inclusive of people with disabilities. Within Kakao Group's cafeterias, known as 'KAFE,' individuals with developmental disabilities serve as baristas, while visually impaired Krew members with government-certified masseuse/masseur qualifications provide services at 'Talk Clinic,' an in-house Health Keeper service.

As of December 2022, Linkage Lab has employed a total of 107 individuals with disabilities. In 2022,

23 new disabled employees were hired, marking a significant increase compared to the previous year. Notably, there was a 25% increase in the employment of severely disabled individuals (93 persons) and a 40% increase in female disabled Krew members (45 persons). Recognized for its remarkable achievements in enhancing the employment of severely disabled individuals and women, Linkage Lab was honored with the Outstanding Disability Employment Business in 2023.

Linkage Lab Krew (Kakao's Subsidiary-Type Standard Workplace for the Disabled)



Bias-Free and Respectful Culture

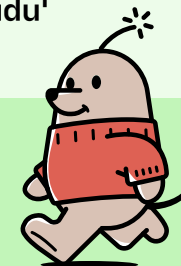
● 'Oasis' is an office snack bar established to provide complimentary refreshments for our Krew to aid in recharging and maintaining focus. Since July 2023, we have introduced a new initiative in partnership with Linkage Lab, pairing non-disabled and disabled Krew members, referred to as 'Dudu', to jointly manage 'Oasis'. This initiative underscores our commitment to fostering an inclusive work culture that prioritizes diversity and raises awareness to ensure a comfortable and supportive work environment for all.

A Guide Posted in the Office Snack Bar 'Oasis'



How to Use the Office Snack Bar 'Oasis' Managed by 'Dudu' (Krew Members with Disabilities)

Oasis Tips from Dudu



Give a friendly greeting to Dudu when you see them.

Oasis operates in collaboration with Linkage Lab, with both non-disabled and disabled Krew members (Dudu) working together.



If you notice Dudu working, please show patience and understanding.

While Dudu is restocking shelves, kindly wait until the task is finished.



If you find it challenging to communicate with Dudu, please check their badge.

Dudu with hearing impairments wears a distinctive badge. If you encounter difficulty communicating with Dudu, check their badge and seek assistance from Dudu's buddy.

Hiring Principles

- Guided by the vision that building a better world through people and technology begins with securing talent, Kakao is committed to recruiting new Krew members who will drive innovation beyond mere improvement. We uphold a fair hiring system to integrate essential capabilities for each respective role, while also ensuring transparency throughout the recruiting process. In our recruitment efforts, we respect diverse values and strive to cultivate a culture that prioritizes individual competence and performance without discrimination based on origin, race, nationality, gender, age, or disability.

Since 2017, we have implemented a 'blind hiring' system, which eliminates information such as academic background, major, age, and gender from resumes. This system aims to provide all applicants with an equitable opportunity. During the hiring process, we are focused solely on assessing applicants' capabilities and qualifications for roles over information outlined in their resumes. For junior developer positions, applicants are only required to provide basic contact information before participating in a coding test, with no other documents subject to screening.

Furthermore, since 2019, we have been recruiting talent through an internship program and retaining individuals with flexible mindsets and creative thinking skills necessary for this rapidly evolving industry.

Kakao Krew's Stories for New Employees

Q. Do you like working at Kakao? What is the main reason?

I think Kakao is a Gen Z-oriented company because young Krew members of similar age come up with interesting ideas. Also, you feel that your opinion matters because horizontal communication is important in Kakao. If you find that your opinion matters in your project, you will surely find your job more interesting and rewarding.

QA Manager Logan

Q. What are the similarities and differences between the Kakao you imagined before joining the company and the Kakao you personally experienced after joining?

The company is more horizontal than I thought, and offers convenient work environment. Here, you can just say 'Hi, Michael!' even to your boss instead of bowing your head in greeting. Also, everything is done in digital format, including getting approval and meetings, so no more paper works! Since open communication is emphasized, you can search most of the information you need for your work from the Intranet called Kakao Agit. So Kakao creates an environment where your body and mind can feel more comfortable and you can focus on your work.

Technical Writer Talysa

Q. Can you share any experience that made you feel that you grew up to the next level in Kakao?

I used to believe that HR didn't offer many opportunities for employee involvement, but my perspective completely shifted after joining Kakao. By actively listening to the insights and opinions of our Krew members regarding the purpose and operation of various systems, and integrating their feedback into our processes, I've gained a much broader perspective as an HR manager. This culture of idea sharing is ongoing and will persist into the future, so I believe both myself and Kakao will grow together in a positive direction.

HR Manager Mindy

Editors

Kakao

ESG Management Team

Kayla (Hyunji Lee)

General Affairs Team

Anna (Yuna Song)

Rina (Heesoo Roh)

HR Operation Division

Anna (Chanhyun Lee)

Elin (Bomin Kwak)

Gina (Jiyoung Kim)

Hailey (Jooyeon Jung)

Lucy (Soyoung Oh)

Mk (Minkyu Jee)

HR Planning Office

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In-house Communication Team

Rara (Hyojung Han)

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Irene (Jihee Choi)

Ive (Daewon Kim)

Jenny (Minji Kim)

Jin (Jinhwa Ha)

Raja (Huiyeon Eim)

Terry (Terry Kim)

Policy Team

Jenna (Jaehyeon Cheon)

Rachel (Hanbin Jun)

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Contact

Kakao Human Rights and Tech Ethics Team

human@kakaocorp.com

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kakao