



輝く女性の活躍を加速する  
男性リーダーの会

December 2017

# **Male leaders' challenges to promote women's active participation in Japan**

**A Group of Male Leaders Who will Create a Society in which Women Shine  
Gender Equality Bureau, Cabinet Office**

# Introduction

In June 2014, male leaders engaging in the promotion of active participation by women in society issued the “Declaration on Action by A Group of Male Leaders Who will Create a Society in Which Women Shine.” It has been about three and a half years since then, and over 150 people have expressed their support for the declaration.

During this time, the momentum for women playing a more active role in society has grown steadily. The number of women in the workforce has increased, and the number of women in decision-making positions is slowly increasing as well. In April 2016, “The Act on Promotion of Women’s Participation and Advancement in the Workplace” was enacted. It requires large companies as well as national and local government agencies to formulate and disclose action plans and regularly disclose data on the participation and advancement of women. There are also initiatives in place to change male-oriented labor practices as well as men’s awareness and lifestyles—the largest barriers in achieving a work environment in which women thrive. However, the disparity between men and women in Japan is still large compared to other countries around the world.

In order to motivate women and allow them to utilize their abilities maximally, we need to further accelerate our initiatives.

In this report, we asked the leaders of organizations to share the significance of active participation by women from the perspective of management.

## The “Declaration on Action by A Group of Male Leaders Who will Create a Society in Which Women Shine”

**[Provisional]**

### “Declaration on Action” by a group of male leaders who will create “A Society in which Women Shine” .

As male leaders, we declare that we will implement the initiatives below to increase the motivation of a wide variety of women and make it possible for them to utilize their abilities maximally.

#### Taking actions and sending messages ourselves

- ✓ We will set goals as to the promotion of women in our company, carry out measures to achieve the goals, regularly ascertain and make public the state of progress in achieving them, and continuously improve the measures being made.
- ✓ We will send our messages to the whole society, in our own words, about how important women’s contribution is to our company.
- ✓ We will change the mindset of male middle managers in our company by sending the message that different view creates better values in an organization.
- ✓ We will confirm that women are participating in all of the opportunities that we are involved in, and emphasize the importance of their participation.

#### Disrupting the status quo

- ✓ We will support women in our company so that they can play important roles by actively discovering talented personnel, developing their abilities, and promoting them. In order to do so, we will use every chance to ask the questions below and advance changes in the mindset in the whole organization.  
“Why are there no women?”  
“Why are women 30% or less?”  
“Why isn’t the ratio of men to women fifty-fifty (50:50)?”
- ✓ We will remove impediments to women’s success and promote changes in the ways men and women work by confirming whether or not there is a way to make work patterns more flexible.
- ✓ We will verify based on data whether or not women are continuing their careers while also experiencing various life events, systematically provide opportunities for their capacity development, and continue to offer them support.
- ✓ We will communicate to our company’s suppliers and partner companies how important promoting women’s participation is, encourage and support them to promote women’s active roles.

#### Developing networking

- ✓ We will expand the network of male leaders who will promote women’s active roles and share good practices. We will also support the creation of networks of active women and collaborate with them.

【June 27<sup>th</sup>, 2014】

# Data indicating the impact of commitment by male leaders

The “Declaration on Action by A Group of Male Leaders Who will Create a Society in Which Women Shine” communicates the commitment of male leaders to “take actions and send messages ourselves,” “disrupt the status quo,” and “develop networking” to further enable the active participation of women.

Looking at the organizations managed by the male leaders that support the declaration, we have compiled data on such topics as women’s employment, promotion, and the creation of a work environment in which they can thrive.

This data shows the impact of the supporters’ commitment.



**New graduate hires:**

13,200  
in 2016



13,361  
in 2017

55.9% of respondent companies increased the number of females among new graduate hires.

**Experienced hires:**

13,828  
in 2016



14,588  
in 2017



**Women in managerial positions (section manager or higher level):**

16,509  
in 2016



17,731  
in 2017

74.4% of respondent companies increased the number of women in managerial positions. Also, 20.3% increased the number of women in managerial positions while reducing the total number of managerial positions.

**Proportion of women in managerial positions (section manager or higher level):**

9.2%  
in 2016



9.9%  
in 2017

**Women in managerial positions (section manager level):**

11,327  
in 2016



12,111  
in 2017

**Proportion of women in managerial positions (section manager level):**

9.1%  
in 2016



9.7%  
in 2017

[Government target\*1]  
Proportion of women at each managerial level in private sector  
Section manager level: 15% (by 2020)  
Department manager level: around 10% (by 2020)



Female executives\*2:



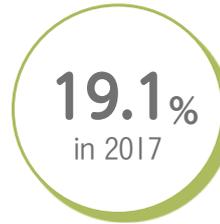
84% of respondent companies have one or more female executives. Also, 52.8% have two or more female executives.

Proportion of women in executives:



[Government target\*1]

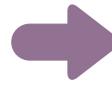
Proportion of women in executives\*3 at listed companies: Aim for 5% in the near future, then 10% by 2020



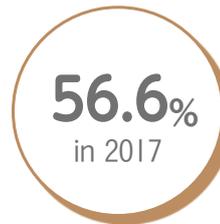
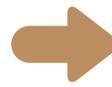
56.4% of respondent companies have more male employees taking parental leave.

[Government target\*1] Proportion of men taking parental leave: 13% by 2020

Proportion of men taking paid leave immediately after childbirth by spouse\*4: 80% by 2020



54.7% of respondent companies reduced their overtime hours.

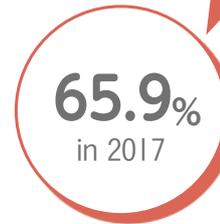


70.5% of respondent companies saw an increase in the proportion of annual paid leave taken.

[Government target\*1] Proportion of annual paid leave taken: 70% by 2020



Proportion of respondent companies that provided such training:



4.9% of respondent companies started new training in the past year.

\*1. Numerical target specified in the Fourth Basic Plan for Gender Equality

\*2. Director, auditor, executive officer, and equivalent to these positions

\*3. Director, auditor, and executive officer

\*4. The proportion of men who took a leave of half a day, one day, or longer within two months after their spouse gave childbirth (annual paid leave, special leave for childbirth by spouse, parental leave)

Data was compiled by the Gender Equality Bureau of the Cabinet Office based on responses to surveys from organizations whose leaders support the declaration. (Fiscal-year base)

# What does the active participation of women mean for management?

With growing momentum in society for women to take on more active roles, we asked male leaders, “What does active participation of women mean for management?” and, “Why is it necessary now?” The leaders share their passion for this issue.



*Hiroshi Aoi*

## Hiroshi Aoi (President and Representative Director, MARUI GROUP CO., LTD.)

We started implementing initiatives for empowering women from FY2013. At the time, although more than 40% of our employees at the offices and 70% at the stores were women, the percentage of women in management positions with decision-making authorities were at a low 7%. Thus, we sent out top commitment messages and implemented bottom-up initiatives toward women’s empowerment, and have been making efforts with a focus on activities conducted by the project for promoting diversity throughout the entire Group. We are continuing and accelerating efforts to raise employees’ awareness and build a corporate ethos that encourages the active participation of women.



*Yoshihisa Aono*

## Yoshihisa Aono (President and CEO, Cybozu, Inc.)

The guideline at Cybozu is “toward 100 varieties of personnel systems for 100 employees,” with importance placed not just on gender issues but on diversity. This is based on our belief that what we need is a personnel system that aims to enable every employee to work in a way and with the reward that he/she wishes, based on the understanding of each employee’s individuality.



*Akiyoshi*

## Yosuke Akiyoshi (President and CEO, LANCERS, Inc.)

The vision raised by Lancers, Inc. is to “create a company where anyone can work in a way that suits them with the help of technologies.” Under this vision, we make use of Japan’s largest database of freelancers and are operating such business as the Lancers cloud sourcing operations that enhances companies’ operation efficiency and productivity. We believe that promoting diversity is one of the most important issues heading into an era where society is built by the individuality of each person.



*Takeo Asada*

## Takeo Asada (Chairman & CEO, IMURAYA GROUP CO., LTD.)

Having more women actively participate in our corporate life is a major goal of our strategy for productivity enhancement and an important theme as we strive to reform our way of working. I constantly communicate my ideas on a company-wide scale because I believe that gender equality in participation in corporate management requires men’s understanding and change of mindset. The true value of diversity is demonstrated when individuals’ characteristics produce new value. I am seeking to achieve company growth through building the human assets of self-directed competent individuals.



*Shuichi Abe*

### **Shuichi Abe (Governor of Nagano Prefecture)**

**F**or Nagano Prefecture's development, it is essential to establish an environment that allows all prefectural government employees, regardless of their gender or life stage, to demonstrate their abilities to the maximum. To this end, I am committed to contributing to enriching the Shinshu region with greater diversity and vitality, by ensuring that the actions stipulated in Nagano Prefecture Women's Empowerment Plan are steadily implemented and by pursuing work style reform with collective efforts involving all citizens in Nagano.



*Takao Ando*

### **Takao Ando (President & CEO, SANYO CHEMICAL INDUSTRIES, LTD.)**

**T**he period when population growth supports business and everything that is mass-produced can be sold is over. In Japan, the domestic market has shrunk, goods have reached saturation, and the working population is dwindling due to the aging population and falling birth rate. In this environment, companies must incorporate diverse values and awareness, such as those of non-Japanese people and senior citizens, in their corporate activities, and improve productivity in order to survive global competition. One of the ways to achieve this is the promotion of women's careers.



*K. Iizumi*

### **Kamon Iizumi (Governor of Tokushima Prefecture)**

**T**he unprecedented declining birth rates and aging population has triggered a sense of crisis among the public. Tokushima Prefecture is no exception. However, as a large number of female company presidents indicates, this area is known for hard-working women with a strong character, referred to as Awa Onna in Japanese. Where women are active, men and children are as well. It is my mission to pave the way for women to take more active roles, now and in the future.



*Norito Ikeda*

### **Norito Ikeda (Director, President and Representative Executive Officer, JAPAN POST BANK Co., Ltd.)**

**I**n order to aim to be a new bank that leverages our strengths, we believe that one of the important issues is to enhance the motivation of our female employees and empower them work actively. As such, we are promoting initiatives on diversity and inclusion. We believe that by having individual employees bring out their maximum potential and work actively, regardless of gender, it will help us respond sustainably to the needs of diverse customers and of society, thereby enhancing the value of our company.



*Ryuichi Isaka*

### **Ryuichi Isaka (President and Representative Director, Seven & i Holdings Co., Ltd.)**

**S**even & i Holdings is engaged in the distribution business in many different ways. We believe it is our mission to precisely meet the needs of a changing society and diversified customer needs. To achieve this mission, it is important for all diversified groups of employees to play a leading role in serving as an engine to promote growth. We believe it is essential to create a workplace where all employees are encouraged to play an active role in order to provide services that satisfy customers.



*Yasuharu*

### **Yasuharu Ishikawa (President and CEO, STRIPE INTERNATIONAL INC.)**

**O**ur company has had a very high ratio of female employees from the time of its founding. Moreover, since the products that we handle are mainly those targeting women, we have been making efforts under the belief that women's empowerment is directly related to corporate growth. In recent years, we are aiming to become a company where not only women but all employees, such as of different gender and nationality, are able to work comfortably and participate actively.



## **Tateaki Ishida** (President and CEO, TOKAI TOKYO FINANCIAL HOLDINGS, INC.)

The promotion of diversity, which includes encouraging women's more active participation, is an important management strategy that enables us to respond to society's changes. From now on, we need a mechanism that allows us to fully mobilize differences among diverse members and their high levels of specialization as the corporate group's strengths. As a "company whose employees cherish one another," we are working toward the personal development and self-realization of each one of us, while treasuring our varied individualities and specializations.



## **Kunihiro Ishibashi** (Country Manager, Bloomberg L.P.)

At our company, having the diversity of human resources and an open corporate climate are essential for creating innovation, which is the key to our company's success. When we make use of diverse human resources and draw out their various capabilities to reach their maximum potential, we are able to generate new ideas that arise from different perspectives, which ultimately enhance our corporate value. In addition to initiatives for our employees, we are fulfilling our role as a global company in helping to achieve an enriching society and a bright future by actively being involved in STEM education and other efforts toward female students who will become key players of the next generation.



## **Yoshinori Isozaki** (President & CEO, Kirin Holdings Company, Limited)

At Kirin, we hope to contribute to our customers' wellbeing and society's development through our sincere product development and exciting event organization. For this purpose, we strive to create new value, mobilizing diverse values represented by our diverse employees. Promoting women's active participation is the first step to promoting diversity, indispensable in a changing society.



## **Shuji Ito** (President and COO, Calbee, Inc.)

We strongly believe that "without women's empowerment, there can be no future for Calbee," and are striving to be a company that has true diversity that is not limited to just gender issues. Our objective is to realize the growth of our company, and for that, it is imperative that we bring out our company's potential. And we must first begin by realizing the active participation of women (placement in management positions), who account for approximately half of our employees.



## **Shinichiro Ito** (Chairman of the Board, ANA HOLDINGS)

ANA Group is now trying to transform itself into a group in which all members can work together energetically with a strong shared sense of purpose, regardless of differences in age, gender, nationality, departmental affiliation and roles, and values, so as to win society's solid trust and remain capable of change. I continue to support women who work actively with their diverse perspectives, sensibilities, and values.



## **Hidehiro Ito** (Chief Executive Officer, RECOMM CO., LTD.)

According to our analysis, most of the female employees at our Group are highly motivated and perform well. The turnover rate of female staff is higher than that of male staff. While the male-to-female hiring ratio is 6:4, the ratio of employees who are awarded for continuous service is 9:1. This result is prompting management to take various measures to reduce the turnover of female employees.



*Yasunori Ito*

### **Yasunori Ito** (Mayor of Seto City)

**S**eto City’s vision for the future is “New Seto, a city we take pride in and want to live in.” We hope to realize in Seto a society that champions diversity, where all residents, regardless of their gender, can fully display their abilities in all they do. To this end, we are vigorously pursuing programs in accordance with “Seto City Plan for Women’s Active Participation/The Third Seto City Gender-Equal Participation Plan (“Triangle Plan III”).” I would like to realize in Seto an environment in which all residents and visitors demonstrate tolerance and solidarity, drawing out the best of each person, free of prefixed ideas, and building a rich and lively city.



*Seiji Inagaki*

### **Seiji Inagaki** (President and Representative Director, The Dai-ichi Life Insurance Company, Limited)

**S**ince women account for 90% of the company’s employees, promoting women’s active participation is central to its management strategies. I believe that it is important to incorporate the viewpoints of women, who are closer to our customers, into company management for innovation and value creation, and make an effective use in the field of women’s strengths, such as warm attentiveness to customers. I also hope to support women’s active participation in general in the region in collaboration with the local governments.



*Ryuta Ibaragi*

### **Ryuta Ibaragi** (Governor of Okayama Prefecture)

**T**o address the social issue of labor shortage due to the declining birthrate and aging population, it is essential to further promote women’s participation. In our prefecture, we consider it more important than ever to encourage women to get involved in occupational activities and fully exert their skills and abilities in their working lives.



*Shoichiro Iwata*

### **Shoichiro Iwata** (President & CEO, ASKUL Corporation)

**A**n environment in which the abilities of diverse human resources are deployed to the maximum also encourages innovation and leads to companies’ growth. In our company, where female employees account for over 36% of the total (as of May 20, 2017), promoting women’s active participation is viewed as an important management strategy. We continue our efforts to achieve the target percentage of female managers of 30%.



*K. Uenishi*

### **Kyoichiro Uenishi** (Representative Director, President and COO, Oriental Land Co., Ltd.)

**70** % of Tokyo Disney Resort visitors are women. Many of our staff members are also women. For our company to continue our corporate philosophy of offering dreams, moving experiences, happiness and contentment, and to grow continually, it is important that every person works with joy and actively exchanges opinions. These include people who are raising children or caring for aged parents as well as people with diverse backgrounds and values. I consider this the driving force to create new values.



*M. Uehira*

### **Mitsuhiro Uehira** (Director and President, CEO, Representative Executive Officer, JAPAN POST INSURANCE Co., Ltd.)

**W**omen’s participation is essential to retain excellent employees and maintain a stable workforce. Their involvement is the key to diversity management.

Another vital factor for business is viewpoints unique to women, which allow us to meticulously meet customer needs.

I believe that the creation of a work environment where women who have time constraints due to household affairs, child-rearing, nursing care at home and other reasons can play active roles will make the workplace easier for others to work as well.



*M. Uotani*

## Masahiko Uotani (President and Chief Executive Officer, Shiseido Company, Limited)

Ninety percent of our customers are women. It is therefore necessary to focus on providing new products and services based on the correct understanding of women's values and their current lifestyles. To do this, it is essential for our female employees, who account for 80% of our employees, play a central role in business and project activities.



*S. Enomoto*

## Shuji Enomoto (President and CEO, NOMURA Co., Ltd.)

I think that for our company's business, having a women's perspective leads to value creation. We work on many spaces that are used by women, and feminine sensibility is essential to create innovations that satisfy diversifying customer needs. Moreover, in anticipation of human resource shortage in the future, it is necessary to actively hire and promote highly qualified women and have them stay with the company for a long time.



*Takashi Okuma*

## Takashi Okuma (President & CEO, Socioak Holdings Inc.)

The workforce is continuing to decline because of the aging population, so that women are now being asked by society to work actively outside of their homes. For this, we need to build an infrastructure to socialize household work. Demand in our group's business fields, which involves such areas as childcare, cooking, nursing care, and transportation, is increasing. In order to answer the social needs for developing an infrastructure that realizes women's empowerment, an important business issue is to create a company where women can work in comfort, continue working, and be active in the workplace.



*Hideaki Omiya*

## Hideaki Omiya (Chairman of the Board, Mitsubishi Heavy Industries, Ltd.)

A company will gain the strength to achieve sustainable growth when various people of different gender, nationality, race, culture, etc. work together. This process will revitalize the organization and thus continuously generate further innovation. Empowering women should be the foundation for such efforts. I believe that this will help motivate both men and women to rethink outdated ways of working and change their approach, thereby improving productivity and ultimately leading to the increased competitiveness of Japan.



*Hideaki Ohmura*

## Hideaki Ohmura (Governor of Aichi Prefecture)

We are making an intense effort to promote the Aichi Women's Empowerment Project, a strategy for expanding the retention and active participation of women in the workplace. Our goal is to further enhance Aichi's world-class industrial, economic, cultural, and regional capabilities, and establish us as the most dynamic area in Japan. Furthermore, in order to incorporate diverse perspectives, the prefectural government has established guidelines for promoting the active participation of female employees, and is striving to empower women.



*Masao Omori*

## Masao Omori (Mayor of Okayama city)

I think that women's empowerment is not something special, but something that should be considered normal. However, in the present situation, there are problems that prevent women from working as actively as they wish, such as in how to achieve balance between work and childcare, and with the ways of working based on the assumption of working long hours. We need to make changes to become a society where things that are considered normal can be done without exerting special effort. Also, as the city government serves the role of supporting the lives of its people, which has a population of approximately an equal number of men and women, the gender ratio of city workers should also ideally be equal, including in management positions.



*Masaaki Oka*

## **Masaaki Oka** (President, Yamaguchi University)

A university is a place to develop human resources for the next generation as well as to provide lifelong and recurrent education. It's a microcosm of a world where people from different cultures and backgrounds gather to form a diverse community. In this context, it is obvious for our university to promote women's empowerment. We will continue our efforts to reform our university so that we can be a good role model for society.



*N. Okumura*

## **Naoki Okumura** (President, National Research and Development Agency Japan Aerospace Exploration Agency)

Faced today with the major issue of declining workforce, it is important for people in management to improve the labor productivity of each and every individual. Developing an environment where women are able to participate with vitality will create results that have higher added value. Furthermore, having more women participate will also ensure that there is diversity, which we believe will work effectively toward improving productivity, and thus, are placing importance on initiatives for women's empowerment.



*Masanao Ozaki*

## **Masanao Ozaki** (Governor of Kochi Prefecture)

In Kochi Prefecture, the natural decrease in population has been progressing at a faster rate as compared to the other prefectures in Japan. Therefore, in order to stop the decline in the number of children and maintain the energy level of the prefecture in the future, we need to develop systems to enable women at different life stages to continue their work without any worries. Furthermore, by taking the initiative to put in effort into aiding the activities of women, we will be progressing in the creation of an environment where people of all genders can play an active role together and eventually make the prefecture prosperous.



*Yoshikazu Oshimi*

## **Yoshikazu Oshimi** (President and Representative Director, KAJIMA CORPORATION)

In order to enhance the international competitiveness in this globalizing society, we need to increase our corporate value by practicing diversity management. Thus, we, at Kajima, are making active efforts to incorporate the values and labor force of female employees. We will be taking on further initiatives to create supportive workplace, enhance work-life balance, and improve productivity, etc. by incorporating the perspectives of women.



*H. Obata*

## **Hideaki Obata** (Chairman of the Board, Nissin Electric Co., Ltd.)

In addition to improving awareness and building a corporate culture that encourages women's active participation, we strive to address and resolve related issues in an ongoing manner. To encourage all employees regardless of role to demonstrate their full capacity, we are aiming to be a company brimming with both energy and potential.



*Koji Kataoka*

## **Koji Kataoka** (President, KATAOKA CORPORATION)

We have established an employee evaluation system for proper evaluation of each employee based on his or her capacity regardless of age, career path or gender distinction. We continuously maintain and revise this system based on regular reviews. Traditionally, female employees have had difficulties actively contributing in the manufacturing industry, however, what matters is an attitude and capacity towards their duties regardless of gender. We will actively support and give female employees fair opportunities for promotion.



門川 大作

### Daisaku Kadokawa (Mayor of Kyoto city)

An organization where women play an active role in various fields fosters an environment where a wide variety of viewpoints, values and ideas are cultivated, allowing the organization to meet social needs flexibly. I believe that, if the municipal government with 13,000 staff members takes the initiative in implementing relevant measures to serve as a model for residents and companies in the city, we can achieve a society where all genders can live a fulfilling life at work, at home and in the community.



Y. Kanai

### Yutaka Kanai (Representative Director & President, Hokuriku Electric Power Company)

To remain competitive in the power retail market that is undergoing full-scale deregulations, we need to be a company that is consistently trusted and chosen by customers. To this end, we believe that it is vitally important to achieve a diverse workplace where individuals with different attributes, backgrounds and skills with regard to gender, age and career stage, can work together. Such diversity-driven dynamism will help to facilitate innovative creations, drastic operational improvements, and broader service provision.



Y. Karasawa

### Yasuyoshi Karasawa (Representative Director, President & CEO, MS&AD Insurance Group Holdings, Inc.)

Japan's birthrate has been rapidly declining, shrinking the working population, while more women now assume active roles in various quarters of society. At the same time, market and customer needs are diversifying. Considering these environmental changes, I believe that harnessing women's strengths and characteristics into new value creation and idea generation is a key to our corporate group's sustainable development.



Hideo Kiji

### Hideo Kiji (President, INTER ACTION Corporation)

I believe that expanding opportunities for women to participate actively at the workplace has a direct effect toward enhancing a company's competitiveness. When we think about the declining labor force due to the aging population, we must provide places where women are able to work actively. I believe it will become important in the future for companies to provide places where outstanding human resources are able to work and participate actively, regardless of gender.



Hiroshi Kito

### Hiroshi Kito (President, University of Shizuoka)

In Shizuoka Prefecture, where our university is located, a large number of the young population aged from 15 to 24 years old moves out of the prefecture to go to a school or work for companies in different prefectures. In 2016, while the number of men to whom this applies was 1,683, that of women was 3,060. It is necessary to inform women both from the prefecture and elsewhere that there are areas and workplaces in Shizuoka Prefecture where young women can play active, leading roles. I believe that women-friendly workplaces are also beneficial for other workforce brackets.



K. Kimura

### Koichiro Kimura (PwC Japan Group Chairman and Territory Senior Partner, PwC Japan Group)

In the ever changing business environment that surrounds us, a wider range of technologies is becoming available, rapidly diversifying how people work and making diverse modes of working possible. While it is always essential in business management to mobilize all members' capabilities to the fullest, the time has come at last when women's active participation can make or break a business operation. Women can contribute greatly, with their experiences and sensibilities that differ from those of men.



*Shigeru Kimoto*

### **Shigeru Kimoto** (President, Takashimaya Co., Ltd)

Innovation and corporate value enhancement result from promoting not only women’s active participation but also encouraging employees to reconcile their work with family life, including raising children and taking care of elderly or sick family members, and embracing diversity in corporate management by hiring foreigners and mid-career job applicants. Women’s active participation is particularly important for our company, considering that 70% of the employees are women. We are accelerating the expansion of opportunities for female employees, including more active promotion of women to supervisory posts, and making our working environment more women-friendly, by introducing teleworking and in-house child care service on Sundays. I hope these measures will further motivate the employees, leading to higher productivity.



*T. Kunibe*

### **Takeshi Kunibe** (President and Group CEO, Sumitomo Mitsui Financial Group, Inc)

An organization in which diverse members can work happily and energetically is more dynamic and innovative. I think that promoting diversity in human resources is at the heart of the company’s growth strategies. Gender difference is only a small part of diversity, but promoting active participation by female employees, who account for about 50% of the total, is an essential condition for our company’s sustainable growth. We are therefore promoting women’s more active participation as a test case for the greater goal of realizing active participation by all employees representing various backgrounds.



*Shoichi Kubota*

### **Shoichi Kubota** (Mayor of Hamada City)

In a society with a shrinking population it is inevitable that women will take on active roles. From this point of view, we place importance on the promotion of women’s active participation through building an attractive community in which women are consistently able to fulfill their potential and will thus want to live and find satisfaction.



*F. Kuma*

### **Fumio Kuma** (President, SEIBU GIKEN CO., LTD)

New recruits may be at the same starting block when they first join the company, but women often have to switch to different ways of working later due to major life events. I believe that one crucial role of the company’s human resource development is to support female employees on such occasions and offer them options so that they can continue working in a manner that enables them to fully develop their potential, without giving up on their career. Such preparedness leads to the company’s growth. (Entered by Yui Fujikawa, Senior Manager, General Affairs Department)



*Toshihito Kumagai*

### **Toshihito Kumagai** (Mayor of Chiba City)

Women’s participation is and will continue to be an important factor. Ideally, there would be no gender bias. One of the representative programs of our city is the Plan to Promote the Active Involvement of Male Childcare Professionals. Under this and other relevant policies, we are creating work environments where everyone is encouraged to play an active role regardless of gender.

Our goal is to create a society that embraces diversity and inclusiveness, and where all people are equally respected without regard to gender, disability, or sexual orientation.



*Yuji Kuroiwa*

### **Yuji Kuroiwa** (Governor of Kanagawa Prefecture)

To thoroughly respond to the wide ranging needs of Kanagawa Prefecture residents and to further improve the quality of our services by incorporating diverse viewpoints and ideas in the Prefecture’s policies, it is important that all our staff members of all genders can fully bring out their individuality and abilities.



*M. Kuwahara*

**Makoto Kuwahara** (Chief Country Officer, President & Chief Executive Officer, Deutsche Bank Group)

For Deutsche Bank Group in Japan including Deutsche Securities Inc, a corporate culture where everyone can develop their potential and contribute their individual talents is important. Advancing gender participation to recognize their talents will lead to maximize their professional satisfaction as well as their achievements. This enables female employees to take ownership of their career, empowering them to advance their own career.



*M. Koizumi*

**Mitsuomi Koizumi** (President and CEO, Japan Tobacco Inc.)

It is indispensable to promote diversity to ensure the company’s sustainable growth. I believe that diverse viewpoints and values, which should be respected and accepted, generate innovative ideas. As the first step to diversity within the company, we are promoting women’s active participation since we recognize its essential importance.



*Yoshimasa Konagai*

**Yoshimasa Konagai** (Mayor of Fuji City)

In order for everyone to enjoy an active life it is necessary to create a vibrant society in which each person can fully exert their individuality and skills in all settings, including the home, community, and workplace, regardless of the division of roles arising out of gender differences. We aim to make Fuji a “lifelong youthful city” that encourages women to be active throughout their entire life.



*Kei Kobayashi*

**Keiichi Kobayashi** (President, Furukawa Electric Co., Ltd.)

Amid ongoing globalization that is affecting a wide variety of business sectors to produce a drastically changing environment, it is crucial for our company to try to create new value without being tied down by conventional “common sense” or “success experience”. The activity to promote women’s careers at our company demonstrates that we offer a workplace in which every employee with diverse values can work with pride and excitement in ways that suit them.



*Y. Kobayashi*

**Yoshimitsu Kobayashi** (Chairperson, Mitsubishi Chemical Holdings Corporation)

In order for an organization to improve its competitiveness and productivity, and to achieve sustainable growth, it goes without saying that it is of utmost importance to have employees bring out their maximum potential. It is one of the important management issues that we face, and we cannot afford to waste any time because of such changes in our business environment as the aging society and declining population. However, the issue of diversity continues to be of importance, regardless of the times.



*Hiroki Komazaki*

**Hiroki Komazaki** (Founder and President, NPO Florence)

Implementing initiatives for the empowerment of women is equal to nurturing the future of Florence. The majority of the staff who work at the frontlines, such as preschool teachers, are women. We will be able to have them work with a higher level of motivation if we provide an environment that makes it easier for them to work, and by promoting them into managerial positions following training and development programs. These efforts will also enable us to gain an edge over our competitors in hiring employees.



## Tamotsu Saito (Chairman of the Board, IHI Corporation)

Our management philosophy is to contribute to the development of society through technology. It is our hope to create a work environment where employees with different personalities and values can play an active role so that different ways of thinking are integrated to cultivate an organizational climate where creativity and innovation are encouraged. To achieve this goal, as part of our business strategy, efforts are focused on promoting diversity, especially women's empowerment.

*Tamotsu Saito*



## Shinichi Sainohira (President, Sanshu Seika co., Ltd.)

In our company, where women account for 70% of the employees, women are viewed as precious human assets, and self-realization by high-potential women is a major goal. The company is striving to improve its performance by developing its environment that enables all employees to fully demonstrate their abilities.

*Shinichi Sainohira*



## Hidetoshi Sakuma (President, The Chiba Bank, Ltd.)

Promotion of women's participation and advancement in the workplace is an important business strategy. By having women challenge themselves in fields where they were previously given few opportunities for active participation, it will bring to the organization new thoughts and ideas that had not existed in a traditional structure centered on men. I believe we will be able to lead the company toward sustainable growth in this era of dynamic changes by having diverse human resources make use of their individuality and by advancing work style reforms.

*Hidetoshi Sakuma*



## Kengo Sakurada (President & CEO, Sampo Holdings, Inc.)

What is needed in the age of VUCA is to "do right things." The future is not an extension of the past; rather, these are times when what was right yesterday is wrong tomorrow. In this day and age, what is needed is creativity and originality. And to achieve this, we need diversity and inclusion. We will first begin with initiatives for women's empowerment, in which we are trailing behind other overseas countries.

*Kengo Sakurada*



## Sachin N. Shah (CEO, President MetLife Japan)

MetLife promotes diversity & inclusion (D&I) throughout the world as part of our business strategy. In particular, we place importance on efforts to promote women's empowerment, and are not only making maximum utilization of the capabilities of our female employees, but are also striving to understand the diversifying needs of our customers, as we strive to be a company that contributes toward our customers and society.

*Sachin N. Shah*



## Yusuke Saraya (President, Saraya Co., Ltd.)

The business objective of Saraya is to provide customers with excellent products and services related to sanitation, environment and health. To achieve this objective, a cooperative effort comprising workers of all genders is essential. We offer a work environment that facilitates a quality work-life balance. It is our hope that both men and women grow as professionals and take on challenging goals to improve their own career progression.

*Yusuke Saraya*



## Jérôme Bruhat (President and Representative Director, Nihon L'Oréal K.K.)

Since its foundation in 1909, the L'Oréal Group has advocated diversity, which is rooted in our corporate culture. We have been active in promoting women's participation based on our respect for equality and career development beyond gender. A wide variety of personalities and ways of thinking serve as a source of creativity and innovation and drive the growth of the cosmetics business. With our unwavering commitment to the promotion of women's active participation, we will further enhance and accelerate the development of human resources and promote flexible work styles in order to remain a company worth working for.



## Setsuo Shibahara (President and Chief Executive Officer, Hitachi Solutions, Ltd.)

In order for a company to develop further, we must develop an open organization that makes use of the individuality of each and every employee, and realize mutual acceptance of diversity. Also, as we face a changing social environment such as an accelerating aging society and declining labor population, we must maximize the organization's performance with a limited amount of resources (human resources and time). We believe that women's empowerment will contribute toward developing an open organization and toward the growth of the business.



## Kazuyuki Shimada (President & CEO, Representative Director, FANCL CORPORATION)

Since its establishment, our company has had a corporate culture that encourages female employees to play the central role at work. Still, I believe that it is necessary to realize a further advanced workplace environment where men and women work together, mutually supporting and empowering one another to do the best they can. Systems that simply support employees can keep them from opportunities for personal growth. I am convinced that the company can benefit most by putting in place systems that enable employees, regardless of their gender, to demonstrate their abilities to the maximum, without having to compromise their career development just because they have small children or elderly family members.



## Yoshinori Shimazu (Representative Director, Leaders Academy)

Amidst the current labor shortage, we cannot expect success in our business unless as many women as men are placed in responsible positions in charge of critical business activities. In order to continue our business activities, we can no longer depend on the conventional male dominant system, because such a system lacks rationality. The participation of women is essential for companies and organizations to generate new dynamism.



## Koichiro Shimizu (President, Learning Edge Co., Ltd.)

We provide our services to customers with great hospitality, and we find women's viewpoints essential. Opinions of female employees are often very productive, and they earn customers' trust. We believe that participation in business activities (lecturing for external organizations, leading a team) by women will become progressively more essential.



## Hiroshi Shimizu (President and CEO, Fuji Oil Holdings Inc.)

In our society, values continue to change and diversify. As a food manufacturer, it is essential for our corporate group to accurately grasp society's changes, find solutions to problems, and offer value, in order to fulfill its CSR. Since I consider our CSR as the core of our business management, diversity among our people is a basic concept, and women's active participation is a source of value that we create for society.



*Patrik Jonsson*

**Patrik Jonsson (Representative Director and President, Eli Lilly Japan K.K.)**

**W**e believe that respecting, accepting and utilizing the diverse values of each individual employee (diversity & inclusion) leads to the growth of the employees and of the company. Women’s empowerment is a part of this, and we aim to have women account for 30% or more of our management personnel by the year 2020. We believe that this will enable us to create an even better workplace, delivering better experiences including better business results.



*K. Shindo*

**Kiyotaka Shindo (Director, Chairman of the Board, Oji Holdings Corporation)**

**W**e are promoting organizational management reform to ensure sustainable growth as a global company. The driving force behind the success of business strategies is human resources. Based on our fundamental belief that the source of corporate power lies in human resources, we place particular emphasis on women’s empowerment as the first step of our efforts to ensure the participation of diverse groups of employees. Our aim is to improve our competitiveness through adopting different values and flexible ideas.



*Toshihiko Sugie*

**Toshihiko Sugie (President & C.E.O., Isetan Mitsukoshi Holdings Ltd.)**

**M**y goal after being named president was to make the Isetan Mitsukoshi Group the best working environment in Japan. As women comprise more than 70% of both our employees and customers, our company simply cannot grow without the success of women. We will drive further growth by making our company a better place for all our employees to work, and supporting them to thrive in their roles.



*Hiroaki Sugita*

**Hiroaki Sugita (Chairman - Japan, The Boston Consulting Group)**

**T**he Boston Consulting Group (BCG) has upheld diversity as one of its core values since its inception. We consider diversity an important element in creating new values from different viewpoints and to change the status quo. Women play a critical role, and we realize that their future successes will determine BCG’s future.



*Eikei Suzuki*

**Eikei Suzuki (Governor of Mie Prefecture)**

**W**omen’s empowerment is essential to enhance the vitality of the community, and to achieve this, men must change, and our ways of working must also change. At Mie Prefecture, we implemented the “men in childcare in Mie project” and the “shining women in Mie project.” Also, in April 2017, we became the first prefecture in Japan to establish the Diversity Promotion Division, and are striving to achieve social diversity where everyone can participate actively and where women are able to challenge themselves to take on various opportunities without hesitation.



*Jun Suzuki*

**Jun Suzuki (President, CEO, TEIJIN LIMITED)**

**T**he Teijin Group’s long-term vision is becoming and remaining a company that supports future society by continuing to create new value while treasuring diversity among the employees. I believe that promoting women’s active participation is an important factor for treasuring diversity among the employees.



*Junya Suzuki*

## **Junya Suzuki** (President and CEO, Chairman of the Board, Nissha Co., Ltd.)

**W**e make concerted efforts in establishing an environment that encourages all employees, both female and male, to fully exercise their abilities and play an active role regardless of sex or nationality.



*Mamoru Suzuki*

## **Mamoru Suzuki** (President, Tokyo Medical University)

**P**romoting women's careers is essential in providing professional vocational education, as the ratio of female students among total enrolments has been rising at Tokyo Medical University not only in the School of Nursing but also School of Medicine. This has led to a rise in the number of female doctors. I therefore want to create an environment that enables female doctors to continue practicing and fulfill their potential, not only as clinical doctors, but also in research and education.



*Satoshi Seino*

## **Satoshi Seino** (President and CEO, East Japan Railway Company)

**T**he ratio of female to male employees in our company reached 10% in FY 2015, when we started placing emphasis on promoting diversity. This decision was based on our belief that the strength of the East Japan Railway group lies in the diversity of its employees. Because many of our employees work irregular shifts, we particularly focus on empowering female employees as a touchstone for supporting diversity.



*Jiro Seguchi*

## **Jiro Seguchi** (President and Representative Director, Merrill Lynch Japan Securities Co., Ltd. ) (Country Executive for Japan, Bank of America group)

**'W**omen's Empowerment' means giving all employees regardless of gender, an equal platform to perform and deliver outcomes for our business. Underscoring this is our commitment to supporting the development and career growth of women through a number of targeted programs. I'm proud to have a number of senior women in Board and Management-level positions, each of whom serve as role models to other women in the organization.



*瀬戸欣哉*

## **Kinya Seto** (President and CEO, LIXIL Group Corporation)

**A** homogenous company is good at improving efficiency in times when there is little change. However, with such organizations, work tends to become dependent on individuals, and tends to face difficulties in responding to changes. In Japan, where diversity is particularly low and there is low mobility in the workforce, it is difficult to acquire the kind of diversity that would generate change without achieving women's empowerment. Also, reforming the system in order to promote the advancement of women will also help prevent the company from being dependent on individuals, and will help build a structure where the company can work as an organization.



*Osamu Setokuma*

## **Osamu Setokuma** (Chairman, Chiba Institute of Technology)

**E**veryone at the Chiba Institute of Technology is working together to support women's career development. For instance, we actively promote the world's most advanced research under the initiative of female researchers, appointing women in managerial positions, and establishing a day care center within the University. For Japan to become the world's leading country in science and technology, it is essential that we develop human resources of all genders. Education and research activities from the female viewpoint will broaden the base of science and technology, improve competitiveness and lead to the growth of management activities.



*Fumio Takashima*

**Fumio Takashima** (Representative Director, President and Chief Executive Officer, Francfranc Corporation)

Female employees account for about 70% of our company’s workers. Their active involvement in our business is critical to the future growth of the company. As a company proposing lifestyles, we believe that employees who can enjoy fulfilling work and family lives through their changing life stages help improve the quality of all kinds of output, including products, store spaces and services, and this leads to customer satisfaction.



*Kohey Takashima*

**Kohey Takashima** (Chief Executive Officer and Founder, Oisix. daichi Inc.)

From its foundation, our company has aimed to create an organization where people of all genders have access to equal opportunities to demonstrate their abilities. We therefore have no programs specific to women. Our organizational system is designed to help employees demonstrate their performance continuously and provide willing employees with access to equal opportunities, with focus on developing a corporate culture and organizational structure that encourage them to take on challenging goals.



*Yukio Takano*

**Yukio Takano** (Mayor of Toshima City)

Amid ongoing changes in the social environment, it is crucial to promote the active participation of female staff and to aim at creating a workplace that enables all staff to display their capabilities, thereby continuously fulfilling our municipal responsibilities. Since we have made a special effort to “build a women-friendly city,” it is imperative to create policies reflecting the perspectives of women and a diverse range of views.



*Tsutomu Takahashi*

**Tsutomu Takahashi** (Chairman, KPMG AZSA LLC)

The audit, tax, and advisory services we provide are centered on “people.” As a group that provides professional services, encouraging free and open-minded communication is the key to our growth as an organization. We will continue to aim to be an organization where both men and women can thrive, based on the belief that the best performance is enabled by an environment where each employee with diverse experiences, knowledge, and abilities is respected, and their personal qualities and strengths are maximized.



*Yuji Takahashi*

**Yuji Takahashi** (Chairman, Miura Co., Ltd.)

Women’s active participation is imperative to achieve company motto “Let’s create a workplace that makes it easy and conducive to work”. We need to address this issues now to become a company with a 100-year track record in the future.



*Kei Takamaru*

**Kei Takamaru** (President, Hospitality ONE Company Ltd.)

Home-visit nurses who work for our company, and the “potential” nurses that number 710,000 in Japan, are mainly women. There are many women who have difficulty returning back to work, once they leave because of changes in their personal lives such as marriage, childbirth or relocation, as well as due to reasons of physical or psychological health, salary issues, or being overworked. We believe that we will be able to enhance the nurses’ pride and motivation by changing these “potential” nurses’ feelings from “I want to work but I can’t” to “I want to work and I can.”



Yasuhito Takayama

### **Yasuhito Takayama** (Chairman, President and CEO, TABIKOBO CO. Ltd.)

**O**ur business philosophy is that fulfillment at work produces successful results at work. We believe that employees can build good relationships at their workplace and with customers only when they have satisfying home lives and spend fulfilling time with their families. In this context, we believe it is important to create a work environment where women can fully display their abilities and play an active role.



Hisao Taki

### **Hisao Taki** (Founder, Chairman and Representative Director CEO, Gurunavi, Inc.)

**F**ood is a familiar subject for women. I believe that utilizing women’s perspectives and talents will lead to the growth of our company. This belief has not changed since I founded Gurunavi. I think women have made great contributions to Gurunavi’s growth. I have high hopes that women’s power will help Japan spread its food culture to the world and do well globally, and will continue supporting women’s career advancement.



Yukio Takenobe

### **Yukio Takenobe** (President and CEO, KM United)

**I**t has become extremely difficult to employ and retain young people. Even when possible, it takes a great amount of time to transfer high-level skills and techniques. In addition, our highly experienced craftsmen are aging. To respond to such circumstances, we removed “experienced only” an eligibility criterion to allow us to promote diversity. We believe that those who are willing to work but cannot find an employment opportunity are more highly motivated than others.



Sadanobu Takemasu

### **Sadanobu Takemasu** (President and CEO, Representative Director, Chairman of the Board, Lawson, Inc.)

**A**t our company, we practice an all-person management with participation by everyone in our diverse human resources, regardless of place of birth or background. In order for us to respond swiftly to the rapidly changing society and to take on new challenges that arise one after the other, we believe it is essential to have a team that is not comprised of a single type of person, but a team that is rich in diversity with not only women but also people of different nationalities.



Kazuyuki Tanaka

### **Kazuyuki Tanaka** (Chairman of the board, Director, Hitachi Chemical Company, Ltd.)

**T**he Group vision of Hitachi Chemical is to create new values and produce surprises deliver “wonders” that exceed the expectations of customers and society. In order to achieve this vision, we must make use of the capabilities, imagination and values of the diverse human capitals, and at the same time, bring this all together to give rise to innovation, and continue giving birth to new solutions. Women’s empowerment serves as one of the touchstones for promoting diversity & inclusion.



Takashi Tanaka

### **Takashi Tanaka** (President, Representative Director, KDDI CORPORATION)

**T**he environment surrounding our company is rapidly changing. I hope that we will cultivate our creativity and create new value as we respond to changes, with individuals with various differences in terms of gender, age, nationality, disability, religious and the like interacting with one another, sharing their experiences and ideas, and positively stimulating one another. I expect that such a process will enable us to develop and offer products and services that satisfy customers and fill their hearts with positive emotion.



*Taichiro Taniguchi*

## **Taichiro Taniguchi** (Mayor of Ureshino City)

To make our children's future brighter, happier and more fulfilling, it is necessary to properly address administrative issues. We are also expected to make full use of our abilities. To achieve these goals, it is essential to create a workplace where women can raise their motivation, make full use of their experiences and abilities, and play an active role, without giving up their careers and being hampered by time restrictions due to childbirth, child-rearing, nursing care, and other life events.



*T. Tanihara*

## **Tooru Tanihara** (President, SCSK Corporation)

Considering the structural change that Japan's working population is undergoing, companies' chance for sustainable growth depends on whether or not they succeed in empowering women. To do this, I believe that it is necessary to take action in two aspects: providing women with opportunities and encouraging their efforts, and transforming Japan's male-centered corporate culture that has rooted in the country's traditional social and cultural fiber. We are taking vigorous actions in these aspects.



*Tannawa*

## **Tsutomu Tannawa** (President & CEO, Mitsui Chemicals, Inc.)

Diversity is one of our core values. It is essential to achieve the sustainable growth of society and our company. A wide variety of ideas from diverse human resources are the source of innovation, which serves as the foundation of sustainable growth. The first step for our company to promote diversity is to create a climate where female employees are encouraged to play an active role.



*Koichi Tsuji*

## **Koichi Tsuji** (Country Managing Partner, EY Japan)

As a professional firm, EY Japan views each person in our organization as an asset. To cater to the increasingly diverse needs of our clients, we position the diversification of our organization as one of the most important management strategies and place the utmost importance on promoting the active involvement of women.



*Y. Tsutsui*

## **Yoshinobu Tsutsui** (President, Nippon Life Insurance Company)

We are aiming to be a Nippon Life Insurance Group that leads an era when people live to be 100 years old. Promoting diversity is an essential business strategy to realize this vision, and women's empowerment is at the core of this. Our top management is not only sending out messages throughout the company, but also continuing to hold roundtable talks with women and young employees, and are using such opportunities to talk to them directly about the significance of these efforts from a business perspective, as well as the expectations that we have toward women and young employees. We also established a new diversity promotion policy as a universal policy toward the active participation of human resources, and are accelerating our efforts in furthering diversity.



*Takeshi Tokuhisa*

## **Takeshi Tokuhisa** (President, Chiba University)

Achieving an ideal life-work balance is a universal challenge for all working people. By supporting our staff's efforts to achieve an ideal work-life balance (which includes their home life and community activities), we hope to help not only women but also all individuals fully display their excellent abilities regardless of their job types and to create a work environment where every individual can fulfill their potential.



*Hideo Tomita*

## **Hideo Tomita** (Representative Director, Thomson Reuters Japan KK)

**W**e are keenly aware of the need to stress our influence on general society if we are to achieve long-term growth. In managing business, it is essential that we have diversity in various aspects and give promotion opportunities and recognition as important partners to all our employees of all genders in our pursuit of profitability and business growth.

In addition, I consider it important that we work with our customers to continue implementing the best strategy and to attain the sustainable growth of business.



*Kyosuke Nagata*

## **Kyosuke Nagata** (President, University of Tsukuba)

**A**s the globalization of society and the diversification of values rapidly progress, it is important that we uncover talents that have so far been undetected. Promoting diversity and supporting women's career development are essential for the further development of the University, learning and for nurturing cultures. These are indispensable for the sustainable growth of the University, its co-existence with society, the creation of high-level creativity in research and education and the development of global human resources. We will continue working on the promotion of women's careers to make best use of each person's potential, to achieve all members' happiness and to shape the future of the University.



*M. Nagato*

## **Masatsugu Nagato** (Director and Representative Executive Officer, President & CEO, JAPAN POST HOLDINGS Co., Ltd.)

**S**eventy percent of post office users are women. It is necessary to meet women's needs, which have diversified with the times. In this context, we believe that the involvement of female employees who are ready to take in new ideas will improve customer services. Our aim is to further improve our corporate value as a Total Lifestyle Support Group. We believe that an environment where employees of all genders can make full use of their abilities and can work willingly is the key to the sustainable growth of the Japan Post Group.



*H. Nakanishi*

## **Hiroaki Nakanishi** (Chairman & CEO, Hitachi, Ltd.)

**O**ur company aims to "achieve growth by working and creating together with society and with our customers by serving as an innovation partner in the era of IoT and deploying advanced social innovation business at a global level." In order to innovate toward the future, it is imperative that we have the active participation of diverse human resources, including women. In order for Japan to enhance its global competitiveness and realize a truly prosperous society where diverse human resources, regardless of gender, are able to work with vitality, the people in top management must demonstrate strong leadership and have the Japanese society work together as a team to further initiatives on diversity.



*T. Nagano*

## **Tsuyoshi Nagano** (President & Group CEO, Tokio Marine Holdings, Inc.)

**W**e strive to be a "Good Company" that will always be the choice of our customers and stakeholders. To this end, we must be able to create and maintain a workplace where our people, male or female, can perform to their fullest potential. We believe that fair representation, including female participation in management decisions, will be one of the critical elements that makes our success sustainable in the challenging and rapidly changing business environment in the years to come.



*M. Nakano*

## **Masayasu Nakano** (Mayor of Ichinomiya city)

**T**o meet community needs based on different values, it is necessary to make effective use of a wide variety of human resources of every gender as well as in terms of diversity. Currently, work style reforms are being promoted. To create an organization where results can be achieved effectively, it is urgently necessary to ensure different work styles that facilitate women's participation.



Taro Nakamura

### Taro Nakamura (President, GREEN LIFE INDUSTRY CO., LTD.)

We have made constant efforts to create a work environment where people of all genders are given opportunities to play an active role. We recognize outstanding employees of any gender. Female employees playing an active, leading role can be role models who encourage and inspire younger, less experienced employees. We believe this will energize the entire company.



Tokihiro Nakamura

### Tokihiro Nakamura (Governor of Ehime Prefecture)

In the face of a serious decline in population it is impossible for us to drive future growth without the further active participation of women. We will strive to create a society in which not only women seeking work can find jobs, but both men and women can make full use of their talents and capacities at work, at home and in the wider community, thereby leading to happier workers and positive regional development.



Hironobu Narisawa

### Hironobu Narisawa (Mayor of Bunkyo City)

A good workplace environment for women is something that is also necessary for men to continue working in. The traditional norm, where the men work and the women stay at home, no longer is viable in the diversifying global society. By creating environments and frameworks that enable anyone to participate in society, thereby getting diverse people involved, I believe it will give birth to new ideas and developments, and help bring change to society.



Takeshi Niinami

### Takeshi Niinami (President, Suntory Holdings Limited)

Suntory's diversity-oriented management aims at accepting diverse views, ways of thinking, and cultures to create new value, actively drawing on them. Under one priority theme, "Beyond gender differences," we are working to make Suntory a company where women find it easy to work and make great achievements at the same time. I believe that women's active participation is essential for innovation.



SABURO NISHIURA

### Saburo Nishiura (Chairman, Representative Director, Hulic Co., Ltd.)

As a result of the declining birthrate and aging population, the working-age population is decreasing. In this society, in order for companies to improve productivity and enhance their value, it is urgently necessary to create an environment where women can play active, leading roles. We must make company-wide efforts to achieve such a work environment in order to improve Japan's international competitiveness and maintain and improve the GNP and GDP.



Shojiro Nishio

### Shojiro Nishio (President, National University Corporation Osaka University)

Our university aims to develop into an innovative, world-leading comprehensive research university contributing to social reform. To achieve this goal, it is essential to advance diversity and inclusion, as well as strengthen our efforts to accelerate innovation. In this context, it is important to address issues that hamper women's participation and create a flexible environment where individuals can make full use of their personalities and abilities.



*H. Numata*

### **Hidenari Numata (CEO, MUSEE PLATINUM Co., Ltd.)**

**M**ost of our customers and employees are women. Women’s participation therefore plays an important role in our business. We believe that customer satisfaction, on which we place the highest priority, can be achieved through promoting diversity. Our efforts to achieve diversity include the creation of a work environment where employees feel comfortable to work and promotion of career development.



*Akio Negishi*

### **Akio Negishi (President, Meiji Yasuda Life Insurance Company)**

**D**ue to the massive hiring that was conducted when business was booming, our employees’ age composition is unbalanced, and we are aware that this could potentially reduce our future competitiveness and business quality. Furthermore, as we expect to see major changes in the future environment surrounding the company, it is essential that we bring out the maximum level of motivation and capabilities of our diverse human resources, regardless of gender, in order for the company to achieve stable and sustainable growth.



橋本雅博

### **Masahiro Hashimoto (President & Chief Executive Officer, SUMITOMO LIFE INSURANCE COMPANY)**

**T**he life insurance business environment has been changing. In this environment, in order to create new values that can be shared among customers, society, employees, and the company, it is essential for a variety of human resources to demonstrate their individual abilities and stimulate each other. About 90% of our employees are females, and the company depends upon their active involvement in our business. In this context, we would like to futher focus on creating a comfortable working environment and human resource development.



*Y. Hasegawa*

### **Yasuchika Hasegawa (Corporate Counselor, Takeda Pharmaceutical Company Ltd.)**

**A**s globalization advances, there is an urgent need to advance efforts in diversity, and I believe the empowerment of women is an important aspect for achieving this. However, instead of working only on women’s empowerment, we are also simultaneously implementing activities to enhance our ability to accept diversity in areas other than gender issues, such as reforming the ways of working and hiring employees with more diverse experiences.



*Keizo Hamada*

### **Keizo Hamada (Governor of Kagawa Prefecture)**

**I**n the face of the rapidly advancing population decline and increasingly complex, sophisticated, and diversifying administrative challenges, it is necessary to improve the quality of administrative policy measures and services, by integrating women’s unique perspectives and flexible ways of thinking into policy making. We are therefore working toward a Kagawa prefectural government whose female staff members shine more, meaning that each and every female member can attain a good balance between their work and family life, while fully putting their individual strengths and abilities to use at work.



*Eiji Hayashida*

### **Eiji Hayashida (President and CEO, JFE Holdings, Inc.)**

**T**he environment that surround businesses is rapidly changing and becoming increasingly complex. In this situation, it is essential to resort to a broad range of human resources, encouraging people’s creativity and motivation, in order to better respond to changes. In particular, since women’s active participation can be a major driving force that supports a company’s sustainable growth so as to win out in the global competition, I believe that it is a business leader’s mission to take the lead in promoting women’s active participation.



*Harry Hill*

**Harry A. Hill** (Member of the Board New Business Development, OAK LAWN MARKETING, INC)

**G**ender or nationality does not matter when it comes to outstanding personnel. We follow our open book management, which is one of the core aspects of our company’s business, in reforming our compensation system and evaluating performance regardless of gender, nationality or age, as we continuously think about developing an environment that allows all employees to perform at their maximum potential.



*Yu Han*

**Yu Han** (President, COO, MARUHAN Corporation)

**I**n today’s society with a low birthrate and advancing population aging and labor shortage, it is necessary to propose effective solutions to people struggling to juggle work and family duties, such as raising children and looking after elderly or sick family members. In our industrial sector, we are now in the era where we are put to the true test as to whether or not we can transform ourselves in this regard. As the industry’s leading company, we hope to fulfill our social responsibility, thereby responding to our diverse stakeholders’ needs and enhancing our corporate value, by shifting from the traditional male-centered mode to the one more conducive to promoting women’s participation.



*Peter Fitzgerald*

**Peter Fitzgerald** (Managing Director, Google Japan)

**A**t Google, we always aim to provide the best work environment, systems, and culture where all our employees can thrive and feel comfortable bringing their whole selves to work regardless of their gender or background. Only in such an environment can employees make innovative and creative decisions, achieve their goals, and contribute to society.



**Tamotsu Hiiro** (President, Johnson & Johnson K.K.)



**Mario Stein** (President, Consumer Company, Johnson & Johnson K.K.)



**Chris Hourigan** (President, Janssen Pharmaceutical K.K.)

**J**ohnson & Johnson is committed, based on Our Credo, toward being an organization that provides equal employment for both men and women working throughout the world, that develops their potentials, and that gives promotion opportunities, for the purpose of contributing toward the health and happiness of all people all over the world. We do not simply increase the number of female employees, but place importance on having a business strategy that creates a work environment where all employees are able to shine and participate actively.

*Christopher Hourigan*



*Takashi Hibino*

**Takashi Hibino** (Chairman of the Board, Daiwa Securities Group Inc.)

**T**he source of the competitiveness of the Daiwa Securities Group is in its people. Thus, we are advancing efforts to provide an environment where everyone—both men and women, young and veterans—are able to continue working with a high level of motivation. We will continue to create a positive cycle where efforts to change the ways of working, including women’s empowerment, will lead to increased productivity, whereby our strong business base will help further accelerate such initiatives. Therefore, by achieving this, we hope to further improve our corporate value and our services to our customers.



*Shinji Hirai*

### **Shinji Hirai (Governor of Tottori Prefecture)**

In the public service sector, it is relatively easy to keep a good work-life balance. Nevertheless, at the Tottori Prefectural Government, policy making and execution used to be traditionally male-centered. This style is quite skewed considering the natural composition of men and women in the local communities. Therefore since I became Governor, I began taking the lead in promoting gender equality in the workplace, including the promotion of women, considered bold then, and employees' work-life balance. Many quarters of society seem to be delaying the promotion of women on the pretext that training is required first. Putting the right person in the right job, be it a man or a woman, can encourage women to take a more active role, causing society to change.



*Yoshiro Hirai*

### **Yoshiro Hirai (President, ITOKI CORPORATION)**

The constant creation of new values is a source of sustainable vitality for individuals, companies and society. To ensure a constant stream of new values, women's viewpoints and ideas that are not bound by conventional, male-dominated values are essential. A work environment where women's potential can be optimally applied contributes significantly to improving the work environment for everyone. The objective of women's empowerment is to achieve the happiness of all people of all genders, companies, and society.



*A. Hiraki*

### **Akitoshi Hiraki ((Representative Executive Officer) President and Chief Executive Officer, Hitachi Metals, Ltd.)**

Hitachi Metals has established diversity management policies such as respecting differences in terms of gender, nationality, cultural background and other attributes, supporting women's empowerment and employing global personnel from many regions. These policies are based on our belief in the importance of securing diverse personnel to promote innovation while effectively responding to risks and changes. In order to continue pursuing our diverse business portfolio, workplace diversity is a key driver of new value creation based on individual capabilities. As part of this endeavor, we will promote women's career development as a management strategy.



*N. Fukunaga*

### **Norihiro Fukunaga (President and Representative Director, THE KYOTO HOTEL, LTD.)**

In the hotel industry, employees are important assets, albeit not ones that appear on the balance sheet. The promotion of women's active participation is one of the company's important management challenges that it must continuously work on amid a tight labor market. Since most of our hotel guests are women, female employees are expected to have tremendous impacts in areas related to marketing, such as product development.



*H. Furuta*

### **Hajime Furuta (Governor of Gifu Prefecture)**

In a rapidly changing society, it is required for a company to provide products and services which would satisfy the diversified needs of customers. To this end, a "diversity management" has to be adopted by utilizing the capacity and individuality of employees with various backgrounds. I think that women's more active participation is the key to the diversity management.

For the Prefecture's administration, it is also a requirement to respond to the diversified needs by hearing opinions from diverse staff members and employing wisdom in its policies and initiatives, including women's own perspectives, in order to promote its administration.



*A. Horiba*

### **Atsushi Horiba (Chairman, President & CEO, HORIBA, Ltd.)**

Promoting active participation by women is a key business management strategy. Developing a corporate environment in which women can fully demonstrate their abilities and their potential that they are unaware of can be drawn out for their career development lays the groundwork for empowering diverse human resources, both men and women, to work to their full potential. Organizational inclusiveness, cultivated through efforts for women's participation and diversity promotion, also positively impacts communication with overseas members and customers, enhancing responsiveness to the fast-changing global business environment.



### **Kazuo Maeda** (President, MEC COMPANY LTD.)

**O**ur company does not set numerical targets or anything specific concerning women's participation. Since its foundation in 1969, the company has maintained the policy of actively hiring persons the company needs. I believe that the foundation of any company's development is offering an environment in which all employees, regardless of gender, can work toward goals without being afraid of making mistakes, repeating ingenious improvements proactively and demonstrating their various abilities to the fullest.

*K. Maeda*



### **Hirofumi Makino** (President, National University Corporation Okayama University)

**I**n university operation, management by those with inventiveness, willingness to act and a sense of balance, which are required for successful business management, is now necessary. There has been an urgent need for a major, bold reform. I consider it possible to establish a resilient organization that can tolerate various changes in the environment by active involvement of a diversity of people in executive processes and in-house activities.

*Hirofumi Makino*



### **Seiichi Matsuo** (President of Nagoya University)

**N**agoya University was selected as one of ten universities worldwide, and the only university in Japan, to lead the HeForShe movement proposed by UN Women. Developing a sense of gender equality is important for universities, both in terms of education and research, where human capacities are built for the future of Japan. The presence of active women at universities is bound to further motivate universities and society at large toward this goal.

*Seiichi Matsuo*



### **Yosuke Matsumoto** (CEO, LiB, Inc.)

**F**or Japanese companies that anticipate a drastic decrease in available labor force due to the declining birthrate, it is vitally essential for their survival to prepare a workplace environment in which everyone, men and women and the young and the old, can work and participate equally.

*Yosuke Matsumoto*



### **Kaz Matsuyama** (President & CEO, Sato Holdings Corporation)

**F**or SATO, diversity is embedded right into our business strategies. In order to maximize the value we provide our customers, each and every employee must strengthen their individual capabilities and raise the performance of the entire organization. To achieve this, we believe that Japan's tendency of "following the crowd" should not be an obstacle for having free and unfettered discussions or for promoting diversity. We strive to develop a workplace where gender, age and nationality are no longer invisible obstacles and anyone can actively participate. Women's empowerment is a key first step to eliminate the unspoken gender bias that exists in our daily lives.

*K. Matsuyama*



### **Satoshi Miura** (Chairman of the Board, NIPPON TELEGRAPH AND TELEPHONE CORPORATION)

**G**lobal cloud service is the cornerstone of our operations at NTT Group, and we have positioned diversity management as an important managerial strategy so that we will continue to be chosen by customers as a "value partner." As such, we have actively encouraged women to play more important roles. We will promote initiatives to make more women take on leadership roles and participate in managerial decision-making, and strive to create an environment where the diversity of all employees are accepted, and where they are motivated to maximize their potential and can work in an efficient way.

*S. Miura*



Taizo M

### Taizo Mikazuki (Governor of Shiga Prefecture)

Through my role in prefectural government administration, I am committed to realizing a society in which diversity is appreciated and women and young people can truly shine. It's important to create an environment in which everyone's individuality is treasured and everyone can shine in their respective manner. This is in line with the fundamental principle of the United Nations Sustainable Development Goals (SDGs), that sustainable development leave nobody behind. I'm determined to continue taking the lead in promoting the active participation of women in society.



Masayuki Mizushima

### Masayuki Mizushima (President & CEO, Hakuhodo Inc.)

Our company's marketing services are designed through employees' unique creativity based on our philosophy of Sei-katsu-sha Insight, meaning the perspective of individuals with their own lifestyles, aspirations and dreams. In recent years, women have become more active in the Japanese society. It is therefore socially meaningful for female employees of our company to play a more active role than ever to provide women's perspectives. Their active involvement also has a great impact on our business. To facilitate their participation, we will continue our efforts to improve the work environment.



Zembei Mizoguchi

### Zembei Mizoguchi (Governor of Shimane Prefecture)

To utilize our strengths to make Shimane Prefecture a robust, advanced region where residents can raise children happily, we are providing support for the important challenges of achieving ideal work-life balance and the promotion of women's careers. We will continue creating an environment where both men and women can fully realize their potential in all areas to create an attractive regional community.



M. Minegishi

### Masumi Minegishi (President, CEO, and Representative Director, Recruit Holdings Co., Ltd.)

The Recruit Group has been hiring and developing human resources without bias toward gender, under our founding management philosophy of "Respect for All Individuals". Thus, our ratio of female employees exceeds 40%. However, at present, as there are differences in the gender ratio of those in management positions, we are striving to place more women in higher positions. We are promoting a dynamic, diverse workplace where different individuals demonstrate their own capabilities, seeking to create more innovation, thereby contributing to solving societal issues.



Yoichi Miyamoto

### Yoichi Miyamoto (Chairman of the Board and Representative Director, SHIMIZU CORPORATION)

There are several reasons why we are working on to support the success of women in the workplace. First of all, in order to create innovations and new values that can be accepted globally, it is essential to acknowledge that the improvement of diversity is the key and promote the utilization of various human resources. In that point, if it is the excellent talent, candidates will be adopted regardless of the gender as a company. From long-term point of view, it is hoped that the improvement of diversity will be increase our business valuation.



Tsugumasa Muraoka

### Tsugumasa Muraoka (Governor of Yamaguchi Prefecture)

We need to develop an environment that supports diverse ways of working for women, and that makes it easier for women to continue working, so that women who wish to work will not be forced to make a choice between work or raising children. Based on the thinking that a workplace that enables women to participate actively is also a workplace where men are able to work actively, we aim to create an organization where all employees, regardless of gender, are able to work with vitality.



*Yoshiyuki Murata*

## **Yoshiyuki Murata** (President and Chief, TAISEI CORPORATION)

To enhance the competitiveness and sustainable growth of the company, it is essential to establish workplace environments in which all employees can realize their potential and perform their duties with enthusiasm and energy. We make various efforts to promote diversity management, an important management issue, and allow women and other personnel who make up our diverse workforce to make active contributions in a variety of ways.



*Mochizuki Masayoshi*

## **Masayoshi Mochizuki** (President, HONEST CO., LTD)

Of our company's 40 full-time employees, 39 are women. Without these women working actively, the company cannot continue developing. For these women to proactively expand their sphere of activity as the principal character in their respective career development, instead of working passively as in the past, I believe that it is imperative that the company provides an environment that allows them to work in harmony with their life cycles. Since a serious labor shortage is anticipated due to the low birth rate and other factors, it is essential to make it easier for everyone to work so as to secure valuable human assets.



*Kensaku Morita*

## **Kensaku Morita** (Governor of Chiba Prefecture)

In order for Chiba Prefecture to energize its economy and maintain its growth under the current situation of declining population trend, we need to build a community that enables every person, including women and senior citizens, to act their roles in the manner they want. The public and private sectors of Chiba Prefecture will work now as one to raise awareness for facilitating women's careers, support for diverse work styles and create an environment where our residents can take an appropriate work-life balance.



*Hirotake Yajima*

## **Hirotake Yajima** (President & CEO, Hakuodo DY Media Partners Inc.)

Based on our principle of designing media effects, our business aims to improve the value of media. To achieve our goal, all executives and staff members of our company are expected to enhance and exercise their imagination and creativity. We will continue to respect individual personalities and career goals.



*Hiroshi Yamauchi*

## **Hiroshi Yamauchi** (Vice Chairman, Aflac Japan)

To secure sustainable growth for our company, it is important that employees, who drive that growth, derive satisfaction from their jobs. Since women account for approximately 50% of headcount, their active participation adds to the vitality of our workforce. Through this initiative, we aim to create a dynamic corporate culture with various efforts to enable our employees to work flexibly and efficiently and foster a workplace where all employees reach their potential.



*Yoshinori Yamaguchi*

## **Yoshinori Yamaguchi** (Governor of Saga Prefecture)

To yield high added values, the management system should be designed in such a way as to allow women to use their abilities without any restrictions. It is also important to establish a principle that supports this system. A society where women can play an active role is a society where all people can play an active role. It is our hope to make Saga Prefecture a place where all people, regardless of gender, can live a lively, fulfilling life through our project supporting child-rearing and our efforts to improve men's awareness of the issues women face.



*Y. Yamashita*

### **Yoshinori Yamashita** (President and CEO, RICOH COMPANY, LTD)

**T**he Ricoh Group aims to have a diverse team of employees including women that maximize their personal qualities and abilities that is highly motivated in their roles. We believe that diversity is the source for creation of new values in businesses, and is essential in improving competitiveness.



*Osamu Yamada*

### **Osamu Yamada** (Mayor of TOKAI-mura)

**S**ince the administrative services that the municipal government offers directly concern local daily lives, I believe that women's sensibility is essential in providing these services, in consideration of villagers' perspectives. How women work is also extremely important in improving work-life balance, and I expect women leaders to be role models in this regard.



*Keiji Yamada*

### **Keiji Yamada** (Governor of Kyoto Prefecture)

**T**he needs of people living in Kyoto Prefecture have become complex and diverse. In this circumstance, to appropriately respond to critical issues related to prefectural administration, it is important to take bold action to adopt women's viewpoints. Up to now, however, there have not been sufficient opportunities for women to make full use of their abilities due to time constraints imposed by child-rearing and/or nursing care at home and the failure to raise their awareness of career development. It is therefore necessary to provide more opportunities for women to play a more active role.



*Y. Yamada*

### **Yoshihito Yamada** (President and CEO, OMRON Corporation)

**W**hen diverse talents working at Omron share the same mindset and work together under the Principles, I believe it is possible to create innovation through diversity and address social issues through our business activities. We will continue to promote diversity to become a company which people around the world would need and expect.



*Yuki Yoshi Yamano*

### **Yuki Yoshi Yamano** (Mayor of Kanazawa City)

**J**apan's rapidly aging population and falling birth rate has arrived at a point where the population is declining. The working-age population has been consistently decreasing, causing a concern over labor shortage. Recruiting strong human resources of all genders and creating an environment where women can reach their potential are essential for creating sustainable society.



*Hidehiko Yuzaki*

### **Hidehiko Yuzaki** (Governor of Hiroshima Prefecture)

**I**t is becoming urgently necessary to adjust the workplace environment to enable women and other persons with diverse backgrounds to play more active roles, against the backdrop of the lowering childbirth and resultant labor shortage. In this situation, I believe that the prefectural government must take the lead in promoting women's active participation in society. With more women active in the prefectural government, more diverse viewpoints are now reflected in the prefectural policies, improving public services for the residents. We intend to continue making vigorous efforts in this direction.



*Yoshikazu Yokote*

## **Yoshikazu Yokote** (President, POLA INC.)

**T**hroughout its 88-year history, POLA's business activities have maintained a heightened focus on bringing out the potential of women. Today, we are committed to continuing this noble pursuit in order to help promote the creation of a collaboration-oriented society where women are expected to play more important roles in all aspects of life. In anticipation of such a future, we are dedicated to seeking out innovation with our products and services, as well as our corporate operations and work styles.



*Kunio Yokoyama*

## **Kunio Yokoyama** (President and CEO, Japan Post Co., Ltd.)

**J**apan Post's mission has been to provide our customers all over Japan with products and services to support their daily lives as their lifestyles and values grow increasingly diverse. We will also continue our efforts to create a work environment that respects and enhances each employee's potential. We aspire to ensure that the outstanding quality of our employees inspires long-term customer satisfaction and enduring loyalty.



*Tomoyuki Yokoyama*

## **Tomoyuki Yokoyama** (President, MASTERS AROMA SCHOOL)

**W**omen's abilities in business can be enhanced under the faithful leadership of male servant leaders with a gentle and humble approach. To promote women's participation in a society with diverse values, it is necessary to create different role models in various kinds of fields.

## How to support the Declaration on Action

**Step  
1**

### Register online

Register online on the website of the Gender Equality Bureau, Cabinet Office. Simply complete the required field in the form below.

<https://form.cao.go.jp/gender/opinion-0144.html>



**Step  
2**

### Share your support with others

Publicly announce that a male leader supports the Declaration on Action. Continue to inform your efforts actively utilizing the Declaration on Action logo mark and PR tools.

### Links

- The Declaration on Action:

[http://www.gender.go.jp/english\\_contents/mge/declaration/index.html](http://www.gender.go.jp/english_contents/mge/declaration/index.html)

- Work-life Balance for Men and Women:

[http://www.gender.go.jp/english\\_contents/mge/wlb/index.html](http://www.gender.go.jp/english_contents/mge/wlb/index.html)

- The Male Champions of Change:

<http://malechampionsofchange.com/>

