

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

December 2018

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





Introduction

In June 2014, nine male leaders known for their advocacy of women's empowerment jointly formulated and announced the "Declaration on Action by a Group of Male Leaders Who Will Create a Society in Which Women Shine." Four and a half years later, the Declaration is now supported by more than 200 male leaders. During these years, Japanese women's social advancement has steadily progressed, as shown by a number of positive indicators, including women's employment rate and percentage of female managers. These developments have had beneficial effects on individual organizations, promoting workforce diversity and driving added value creation.

In order to encourage and enable more women to develop and demonstrate their full potential, organizational leaders should be aware of this issue and take appropriate action.

This report summarizes the group members' initiatives and actions taken based on the Declaration as well as their inspirations and impetus. It is hoped that this publication will facilitate the sharing of male leaders' thoughts and approaches concerning women's empowerment, thereby inspiring and helping leaders to accelerate their efforts toward a society where women shine.

This report has been created based on responses to the survey conducted in September 2018.

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 27th, 2014】



Inspirations and impetus, Initiatives and actions taken.

In this report, each male leader describes his inspiration and impetus for women's empowerment initiatives. This report also introduces their actions carried out for the Declaration's three pillars: "taking actions and sending messages ourselves," "disrupting the status quo," and "developing networking."

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



Yoshihisa Aono



■ **Inspiration and Impetus** Our policy at Cybozu is “to each their own workstyle”, regardless of gender and with the utmost respect for diversity. Our approach is rooted in the belief that every employee is unique and should be given the means to attain their desired workstyle and remuneration.

■ **Taking actions and sending messages ourselves** Took parental leave three times for my own three children, the first time for 15 days, the second time taking every Wednesday off for six months and the third time leaving the office at 4 PM for six months.

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



Akiyoshi



■ **Inspiration and Impetus** 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 work to provide people who cannot work in a way that suits them due to space, time and other limitations, with better opportunities through the use of technologies.

■ **Taking actions and sending messages ourselves** By utilizing Lancers effectively, the company is actively engaged in vitalizing local communities through collaboration with several dozen local governments nationwide, providing support in childcare, education and everyday living. Support is provided to working people, creating a work environment by restoring unoccupied houses in local communities to create community spaces and organizing online courses to brush-up skills.

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



Takeo Asada



■ **Inspiration and Impetus** Due to the aging population and declining birth rate, our working-age population will continue to diminish. In order for us to continue growing amid this global competition for survival, it is essential that we create a society where women and men collaborate with one another, and make use of each other's unique characteristics. The tendency of women to notice fine details and make conscientious efforts is an important starting point for achieving the kind of management that speaks to the heart, which will be what people require after the universalization of the IT society.

■ **Developing networking** I was interviewed by the editing team for the collection of good practices in promotion of women's active participation, a publication supported by Mie Prefecture, and our initiatives are featured in the publication. In addition, I gave a lecture on our initiatives to promote women's active participation and our related principles at a meeting of the Mie Prefecture Central Female SME Leaders Association, the members of which often faced difficulty in corporate management. Our company has appointed a female representative director and vice chair, to facilitate activities for women's active participation inside and outside the company.

Shuichi Abe (Governor of Nagano Prefecture)



Shuichi Abe



■ **Inspiration and Impetus** It is essential that we create an environment that enables all of our employees, both men and women, to make maximum use of their capabilities, in order for us to achieve the further development of Nagano Prefecture. By making steady strides in implementing initiatives stated in Nagano Prefecture Empowerment of Female Employees Promotion Plans, and striving to promote work-style reform throughout the Nagano region I would like to create a region that is full of diversity and vitality.

■ **Developing networking** Since FY2016, we have held meetings of women who play powerful roles in Nagano Prefecture and other members, to incorporate women's perspectives into the prefecture's policies. Based on ideas shared at the meetings, in 2017 we held the prefecture's first-ever exchange meeting for women from various industries and age groups, to encourage women to interact and network with each other and take the first step toward voluntary activities.

Toshinori Abe (Chairman, Representative Director, Sekisui House, Ltd.)



Toshinori Abe



■ **Inspiration and Impetus** Sekisui House adopted women's empowerment as a core human resources policy in 2006, and since then it has been a key part of our corporate strategy. Based on this policy, we have implemented necessary measures over a number of years, such as expanding work responsibilities assigned to women, promoting women to management positions, and building systems to support female workers. These continued efforts have resulted in increased corporate strength and customer satisfaction, and empowering women is essential to the group's sustainable growth.

■ **Disrupting the status quo** In 2014, we opened the Sekisui House Women's College to provide training to female candidates for management positions. The two-year curriculum is designed to systematically and effectively develop potential female managers, and as a result, the number of women in management across the group has increased from 15 in 2006, to 178 in 2018.

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



Takao Ando



■ **Inspiration and Impetus** The demographic bonus period, when we were able to sell anything mass produced, has come to an end. In today's age, when the domestic market has contracted, markets are overflowing with products, and the working population is declining due to the aging of society and declining birth rate, it is essential that we improve productivity by incorporating diverse values and sensibilities into our business activities, including those held by people from other countries and the elderly, in order to survive in this global environment. One of such efforts is to promote women's empowerment.

■ **Disrupting the status quo** Our efforts to promote women's participation include the appointment of the first female board director of an overseas affiliate among our group companies and the appointment of the first female outside director. We also launched the Sanyo Skin Coffret, a cosmetic project reporting to the president and consisting of mainly female members, with the aim of developing new projects that take into account women's perspectives.

Yutaka Ando (Mayor of Ugo Town)



Y. Ando



■ **Inspiration and Impetus** Women, through offering useful ideas and suggestions, contributed to the planning of a number of municipal projects, such as the Ugo roadside station (michi-no-eki) and point-based incentive programs as well as a training gym, launched as part of health promotion initiatives.

■ **Taking actions and sending messages ourselves** I have posted the Declaration on the city's website and talked about the significance of women's participation in various meetings. I also organize women's meetings to receive their proposals.

Kamon Iizumi (Governor of Tokushima Prefecture)



K. Iizumi



■ **Inspiration and Impetus** Tokushima has continued to rank as the prefecture with the highest ratio of the number of "presidents" (both men and women combined) in proportion to the total population. In particular, our prefecture ranks among the top for female presidents, and the active participation of "Awa Onna" (name for women of Tokushima Prefecture) in society has been the driving force of business in our prefecture. We have made use of this in our government by having started a system of open recruitment for our council members. This effort is being accelerated, under the belief that the participation of Awa Onna in policy-making will help shape the future of our prefecture.

■ **Taking actions and sending messages ourselves** As a result of our nationally pioneering efforts to promote women's active participation, Tokushima Prefecture is ranked highest in Japan in the ratios of female prefectural council members and of female managerial staff. To further promote women's active participation, we have enhanced various support systems; some systems are designed to support women in career development aimed at obtaining a managerial position in the future, as well as in startup, while other systems aim to promote telework, assist in childcare with the help of active senior citizens, and prevent employees from leaving their jobs to look after their parents or the like.

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



Norito Ikeda.



■ **Inspiration and Impetus** The number of female managers has steadily increased, and they are demonstrating their abilities in a range of fields. On the other hand, based on the recognition that the support of men is essential for the empowerment of women, we have made improvements, including revision of the childcare leave system, so that men can share household work and participate in childcare more proactively. In order to provide employees with workplaces where all can work comfortably without feeling problems related to gender or position status, we will continue promoting diversity and inclusion.

■ **Taking actions and sending messages ourselves** A management plan has been published specifying action on D&I as part of the company's management strategy. I have personally issued a declaration to become an "Ikuboss," namely, a manager who supports fathers in taking childcare leave and enabling women to take a more active role in business, for two consecutive years and has used every opportunity to communicate in my own words the importance of promoting D&I. The number of employees in internal committees has been increased more than tenfold over the previous year to reorganize and develop a scheme for direct and more detailed attention to honest opinions expressed by employees. The PDCA for promoting D&I has been bolstered to spur business growth.

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



Ryuichi Isaka.



■ **Inspiration and Impetus** Our company defined five important issues that the Group needs to work on. One of them is to support the active participation of women, the young, and the elderly, both in and outside of the company. Today, 70% of women are working. Promoting the active participation of women, who know how to see things from the perspective of consumers, is one of the initiatives that has the highest priority for us, being in the retail business, in order to help us to develop new value and achieve sustainable growth.

■ **Taking actions and sending messages ourselves** I always send messages about the importance of promoting women's active participation at in-house meetings and on other occasions, while closely communicating with staff in charge of diversity & inclusion promotion. In addition, in Integrated Reports, I define diverse employees, including not only women, as human assets, and advocate the necessity of promoting the active participation of those human assets toward sustainable corporate management.

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



Yasuharu Ishikawa.



■ **Inspiration and Impetus** To ensure corporate governance, decisions should not be made by men alone, and for the company to expand its business overseas, women's empowerment is definitely required, which will benefit the company. To this end, necessary systems should be established under the leadership of top executives. At our company, female employees account for more than 90% of the total, and I believe that continuously listening to the opinions of women will help the company create a unique corporate culture and provide customers with more value.

■ **Disrupting the status quo** The Personnel Administration Committee for Women was established to set out personnel evaluation from a perspective different from that of male supervisory officers. The rate of female managers, which was 29% in 2010, has exceeded 50% since 2014.

· An employee satisfaction survey was conducted, prompting the introduction of a new work scheme and a pioneering move in the distribution industry to introduce the Premium Friday (shorter working hours on Friday) campaign. Work-life balance improvement has been promoted.

Shigeru Ishizaka (President and CEO, IBJ Inc)



S. Ishizaka.



■ **Inspiration and Impetus** As the labor force is shrinking because of the falling birthrate and aging population, it is becoming critically important that more women enter the core workforce. As president, I should be the one to directly lead gender equality initiatives in the company. Applying our management philosophy of "bringing happiness to all the people who share a connection" to our employees, we are striving to create a women-friendly workplace.

■ **Taking actions and sending messages ourselves** We are implementing measures to promote women's participation that focus on creating a work and social environment where women can use their abilities socially. I participated in an official side event of the World Assembly for Women (WAW) as a symposiast to discuss women's empowerment not only in Japan but also in the world and the promotion of women's participation.

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



■ **Inspiration and Impetus** The financial industry is coming to a turning point and we need to further advance our business management. To this end, we need to build a system that helps diverse human resources, including women, to fully utilize their expertise and demonstrate their individuality and create an open corporate culture that supports such a system. Being committed to becoming "New Age's Flag Bearer" in the coming age while giving due consideration to internal members, we will work to achieve sustainable growth as an innovative financial group.

■ **Developing networking** A number of female employees with extensive work experience were appointed as role models to help other women gain a clear image of work and activity in the future and continue to work with a spirit of challenge. Activities have been organized to present these personalities to female workers. Communication involving a wide range of personalities has helped in nurturing self-affirmation among women and in building a network.

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



■ **Inspiration and Impetus** At Kirin, we hope to contribute to our customers' wellbeing and society's development through our sincere product development and exciting event organization. To this end, it is important for diverse employees to exchange their opinions to hit upon new ideas toward creating new value. We are fostering the empowerment of women, which we believe will help change the company for the better.

■ **Disrupting the status quo** Opportunities were created for women aiming to become leaders to present their management proposals. I attend such opportunities to encourage women to take on challenges. Women presenting innovative ideas on work styles and diversity were invited to speak directly to relevant executive officers at meetings attended by all such officers. Their proposals have been adopted by management and are being implemented in the form of top management commitments.

Toshizou Ido (Governor of Hyogo Prefecture)



■ **Inspiration and Impetus** Hyogo Prefecture, celebrating its 150th anniversary, is striving to create a vibrant society that can bring a bright future to its citizens despite a dwindling population. Viewing women's social advancement as a key solution, we have formed the Hyogo Women's Empowerment Promotion Council, inviting major industry leaders. The council will play a leading role in raising public awareness of this issue by organizing various plans, such as communicating advertising messages, hosting corporate award programs and running relevant seminars.

■ **Taking actions and sending messages ourselves** Hyogo Prefecture developed Hyogo Action 8 with the aim of serving as a model workplace for women's participation. As a result of its implementation, the number of women employed by the prefecture accounted for more than the target of 40%. The number of female managers also increased to 9.6%. We will focus more efforts on further accelerating this progress and enhancing women's participation.

Shuji Ito (President and CEO, Calbee, Inc.)



■ **Inspiration and Impetus** At Calbee, women account for about half of the workforce and there is no gender inequality in terms of job responsibilities. However, before to promote diversity the number of female managers was still limited, and participation of women in the important business decision-making process has yet to be promoted. In response, we have begun implementing measures of diversity based on the strong belief that both men and women should be able to demonstrate their abilities on an equal footing and that Calbee could not achieve further growth without fostering women's empowerment.

■ **Disrupting the status quo**

· Since I was appointed company president in June 2009, diversity promotion has been implemented with the appointment of women and foreign nationals to director positions, dramatically transforming the makeup of the organization and beyond.

· Top management makes a commitment on the ratio of female managers at the start of the year, making supervisory officers responsible for appointment and training. Through this system, the president directly promoted a female executive officers, and the number of female managers expected to be appointed has increased in individual divisions. Currently, there are two women appointed as plant managers.

Shinichiro Ito (Chairman of the Board, ANA HOLDINGS INC.)



Shinichiro Ito



■ **Inspiration and Impetus** The ANA Group features a number of workplaces where women play leading roles, for example, as cabin crew or airport ground staff. Moreover, recently, women have comprised an integral part of our flight crew, maintenance staff and ground handling staff. We will enhance our diversity & inclusion measures to make the Group an entity composed of diverse, brilliant individuals.

■ **Disrupting the status quo** Officers in charge of the empowerment of women have been appointed at each ANA Group company in order to share information on the systems and issues at each company and learn from best practices. For the general management class, what an “organization that empowers women” looks like has been examined workshop-style, followed by a declaration of concrete action in the determined direction. Also, greater participation in external training has led to growth in the number of female directors and managers across the entire group.

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



Hidehiro Ito



■ **Inspiration and Impetus** We have promoted a female sales manager, a first in our domestic business. We have built support systems to help her play a pioneering role. As an exemplary model of women’s career advancement in the sales division, she is working to guide and inspire other female employees.

■ **Developing networking** We have a support system for employees who take maternity and childcare leave. Before starting maternity leave, an HR staff member has a face-to-face meeting with the employee to provide information on the company’s support services before and after childbirth and during childcare leave so that she can take maternity and childcare leave without worrying about how it will affect her career. The HR Department also provides regular counseling to employees using the reduced work schedule program for child rearing to propose a flexible work schedule.

Yasunori Ito (Mayor of Seto City)



Yasunori Ito



■ **Inspiration and Impetus** In the Sixth Seto City Comprehensive Plan, we uphold the city’s vision for the future: “New Seto, a city we take pride in and want to live in,” and implement various initiatives accordingly. We are creatively working on building a social community that provides flexibility, where all members can display their abilities regardless of gender.

■ **Developing networking** An effort to build awareness and raise momentum toward the empowerment of women and gender equality is being implemented by soliciting business enterprises willing to announce their support in promoting work-life balance and introducing the wide range of work styles adopted and examples of active participation by women at various businesses in the city. Also, exchanges among working women are being held to foster the interaction of women in different businesses and industries and to support the growth of their networks.

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



Seiji Inagaki

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 Dai-ichi Life Group

■ **Inspiration and Impetus** For our company, where women account for 90% of our employees, the achievements of female employees is an important part of our management strategy. In order for us to be on the mark in responding to the diversifying values and needs of our customers, and to persevere in “customer-first”, we need to have not just women but all of our employees with their diverse backgrounds and values demonstrate their individuality and strengths, and incorporate those diverse perspectives into our business.

■ **Taking actions and sending messages ourselves** We formulated promoting Diversity and Inclusion (D&I), including the achievements of female employees, as a focus measure of a medium-term management plan, and sent to people inside and outside the group the message that D&I is a driver for the group’s sustainable growth. In addition, We held the workshop hosted by president targeting female general managers (branch and department), to discuss with them the importance of D&I, and the challenges that management should tackle, including work style reform.

Ryuta Ibaragi (Governor of Okayama Prefecture)



Ryuta Ibaragi



■ **Inspiration and Impetus** It is not fair to be restricted in what you can do with your life just because you were born a woman. As I know from my experience in managing a department store, there are many women with outstanding capabilities. And companies that cannot make use of such women's abilities will not grow. I wish to reform the frameworks that have been developed for men, and give support to enable flexible ways of working.

■ **Disrupting the status quo** We support companies in creating a work environment helpful for women's active participation, by sending advisors and other means. In addition, to help working women solve the challenges they face, such as enhancing their motivation to work as managerial staff and dismissing their concern about maintaining a good life-work balance, we introduce various role models, including women exercising leadership at work, and women working while raising children, with the aim of strengthening women's motivation for active participation and promotion.

Shoichiro Iwata (President & CEO, ASKUL Corporation)



Shoichiro Iwata



■ **Inspiration and Impetus** We must practice inclusion of diverse personnel and diverse values within the company in order to continue generating innovation and being able to make swift changes. And in order to incorporate diverse values into our decision-making process, we will begin by aiming to increase the ratio of women in managerial positions, enhance the motivation of our female employees, and conduct seminars and other programs to develop the capabilities of our female employees and increase the opportunities for them to rise in their positions.

■ **Taking actions and sending messages ourselves** To promote women's active participation, in 2016 we set a target of 30% for the percentage of female managerial staff for 2020. For the same purpose, we have adopted the motto, "Diversity for vitality," as one of our important management strategies.

As a measure targeting employees, we challenge employees to participate in outside career-track training, to offer them the opportunity to broaden their perspectives through interactions with various people outside the company.

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



K. Uenishi



Oriental Land Co., Ltd.

■ **Inspiration and Impetus** Seventy percent of the guests are female, and we employ many women.

In order to continue creating new value and to provide "dreams, moving experiences, happiness, and contentment," which is our corporate mission, it is essential to create a work environment where individuals with diverse backgrounds and values as well as family and other responsibilities can fulfill their potential, showing respect for each other and engaging in productive discussions.

■ **Disrupting the status quo** In terms of equal opportunities for men and women, we are redesigning employee educational programs in such a way as to offer female employees opportunities to play an active role at work. We have adopted a telecommuting program and, particularly for the operations department of theme parks, a more flexible shift pattern on a trial basis so that employees do not have to suspend their careers due to child rearing and family care and can return to work without any problems.

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



M. Uehira



■ **Inspiration and Impetus** The active participation of members of a diverse workforce is necessary for the development and growth of the company. Thus promoting women's empowerment is one of the major pillars of our management strategy. Our company has been focusing our efforts on raising awareness about this issue by developing systems that help achieve balance between work and raising children, providing various assistance related to childcare, and hosting seminars for returning to work, etc. We aim to be an attractive employer where all of our employees, including women, are able to make active and vital contributions.

■ **Disrupting the status quo** While the ratio of our male employees to female employees is 6 to 4, women account for only about 10% of all managerial staff members, a relatively low figure. Therefore, to allow female employees to envision their own career development toward managerial positions, we provide them with many opportunities for self-development, and devote energies to fostering female role models, by offering systematic training programs and assistance in women's own networking.

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



Sh. Enomoto

B | NOMURA

■Inspiration and Impetus We see a higher ratio of women using the “resetting space” within our company, which was established to help employees communicate with one another and refresh themselves. Looking at what goes on at this resetting space, we see women actively sharing information with those from other departments, which shows that women are good at empathizing and communicating with one another. Our company needs to be able to come up with ideas that really satisfy the needs of consumers, and women’s ability to see things from consumer perspectives will become increasingly important in the future.

■Disrupting the status quo Since our duties are similar to those of construction companies, men had long constituted the overwhelming majority of our employees. We have recently actively employed new female graduates, resulting in female employees accounting for nearly 30% of all employees. Given the increase in the number of female customers, we must have the ability to meet various market needs.

In addition, we appointed a female outside director last year to enhance our corporate governance.”

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



Takashi Okuma

社会と共生する樹でありたい。

Socioak
Group

■Inspiration and Impetus My father, who founded the company, passed away when I was a student. My mother took over the management of the company and further developed it. I think she faced many difficulties as a female leader working in an age before enforcement of the gender equality law in Japan. However, thanks to her efforts, initiatives to build workplaces where women can work comfortably and demonstrate their abilities have long been implemented at our company, which now comprises our corporate culture.

■Taking actions and sending messages ourselves The fact that Japan ranks significantly low in the gender gap index ranking vis-à-vis the world is being pointed out at internal meetings, morning meetings and other opportunities, reminding people that our company’s mission is to build a social foundation that encourages women to play an active part in society.

Employees are being urged to join hands in building a company that fosters the empowerment of women and in contributing to the creation of a society that promotes their empowerment.

Kazufumi Onishi (Mayor of Kumamoto City)



大西 一史

くまもと
ACTION
私たちは上質な生活都市を実現します

■Inspiration and Impetus In the face of various challenges associated with demographic aging and the resultant decrease in the working-age population due to a declining birth rate, Kumamoto city is promoting initiatives to create a “quality lifestyle city.” These initiatives aim to improve the productivity of individual workers, enable individuals to pursue the lifestyle they choose, and ensure that all citizens can participate in the workforce according to their willingness and abilities. Among these, we anticipate women’s empowerment will be the essential key to the success of the initiatives as a whole.

■Disrupting the status quo The percentage of women in managerial and supervisory positions has increased from 14.9% to 24.8% over the last decade. The increase of some 10 points means a steady increase in the number of women who take leadership roles within the organization. We will continue our efforts to support female staff members by promoting flexible work styles according to their life stages as well as support their career development.

Hideto Onishi (Mayor of Takamatsu City)



Hideto Onishi



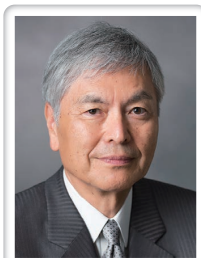
■Inspiration and Impetus In Japan, a country facing irreversible depopulation, it is essential to build a society where women are motivated and empowered and able to fulfill their potential in order to maintain the country’s national strength and continue its development. For instance, in Tours, our sister city in France, women account for 50% of city council members and deputy mayors. It seems that women’s empowerment has driven successful efforts to overcome challenges related to the declining birth rate in France.

■Taking actions and sending messages ourselves We identified and awarded companies that are implementing programs to promote women’s participation at work.

-We organized seminars where awardees presented their advanced cases. By visualizing their undertakings, we communicated the importance of efforts to promote women’s participation.

-I directly encouraged all male employees who are soon to become fathers to take paternity leave for childbirth/childcare support.

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



Hideaki Omiya



■ Inspiration and Impetus Years ago, one of my employees, who was in charge of the repair of unmanned aerial, requested that she wished to work at the test airfield in Ioto Island. Personnel Department objected to this assignment as the airfield was regarded to be extremely severe condition for female employees. However, considering her opportunity, I made necessary arrangements with the test site and then transferred her to work there.

She is now working for the company as a general manager, after getting married and becoming a mother. I would like to continue providing all employees with equal opportunities to take on challenges and demonstrate their abilities.

■ Taking actions and sending messages ourselves Women's empowerment is a worldwide issue especially in STEM (science, technology, engineering and mathematics) field. Based on my company's efforts and my own experience, as well as the recent activities in Japan, I communicate on the importance of female success through international conferences such as the World Assembly of Women (WAW!) and APEC Business Advisory Council.

Hideaki Ohmura (Governor of Aichi Prefecture)



Hideaki Ohmura



■ Inspiration and Impetus Aichi aims to be the most dynamic prefecture in Japan, and a place where everyone can shine. In order to achieve sustainable development in the face of a serious shortage of human resources, we know that it is essential to strengthen the retention and active participation of women in the workplace. We will therefore implement a variety of measures for women's empowerment.

■ Taking actions and sending messages ourselves In April 2018, I personally issued a message to business owners and managers in Aichi Prefecture, urging them to take action to create an environment conducive to women's empowerment through projects tailored to their particular businesses. I emphasized that businesses should support women to continue working, broaden the scope of their job functions, and reach executive and managerial positions.

Masao Omori (Mayor of Okayama)



Masao Omori



OKAYAMA CITY

■ Inspiration and Impetus We of course provide support to those who want to work, and deem it necessary to empower women. At the same time, reforming the work styles of people—including men—will help individuals to enrich their lives and organizations to boost their performance. The city's population consists of approximately an equal number of men and women, and the gender ratio of city officials should also ideally be equal, including those in management positions, for the benefit of all citizens.

■ Disrupting the status quo At the time of my appointment as a mayor five years ago, the percentage of women in management positions at the City Hall was only 6.5%. For this reason, action has been taken to raise awareness of the problem and to increase the number of women in management positions by establishing clear-cut targets. As of April 2018, the percentage has risen to 11.6%. Since the percentage rose above 10%, the discussion became more actively deliberated inside the City Hall, which is a sign of change in the organizational climate.

Masaaki Oka (President, Yamaguchi University)



Masaaki Oka



YAMAGUCHI
UNIVERSITY

■ Inspiration and Impetus In the 2018 academic year, a female researcher who studies women's empowerment and work-life balance was newly appointed as our vice president. She is breathing new life into our organization, such as by making comments and introducing ideas from a new perspective.

■ Taking actions and sending messages ourselves -Since 2017, I have served as head of the Diversity Promotion Headquarters, and led university-wide efforts to promote women's active participation.

- I had a dialogue on promoting women's active participation with the Vice President in charge, and shared the results with all 4,000 faculty and staff members.
- We established a quota of female representative researchers for research hub cluster formation projects on which proposals were sought through an in-house open call, in order to foster female research leaders.

Masanao Ozaki (Governor of Kochi Prefecture)



Masanao Ozaki



■ **Inspiration and Impetus** For both men and women to realise diverse ways of living and working, and to demonstrate that individuality and ability, is in itself of great significance, and moreover contributes to liven the whole of society. Kochi Prefecture is progressing more than ever in creating an environment that facilitates this, which will lead to a better future for our prefecture.

■ **Disrupting the status quo** To encourage male staff members to participate in childcare, managerial staff members meet with male employees who report their spouses' pregnancy (childcare support meetings), to inform them of applicable leave systems and the like. In addition, we publish reports written by male staff members who take childcare leave in our in-house newsletters and other media, to encourage male staff members to take childcare leave.

Shigeki Osanai (Mayor of Toyonaka City)



Shigeki Osanai



■ **Inspiration and Impetus** Having myself shared parenting and household duties with my working wife, I am strongly aware of the need to help develop a workplace environment that allows all individuals, regardless of gender and other personal attributes, to exhibit their abilities. We will focus on increasing the number of female employees promoted to management positions and enhancing support for their career advancement in order to further encourage their active participation in many areas.

■ **Taking actions and sending messages ourselves** One of my public commitments is to promote women's participation at work. In line with this commitment, I appointed the first woman to serve as deputy mayor for FY 2018.

-In FY 2018, I adopted the Ikuboss Declaration to support city's staff members to achieve a good work-life balance, including balance between work and child-rearing and family care.

-I also urged department heads to reduce overtime among their staff members.

Yoshikazu Oshimi (President and Representative Director, KAJIMA CORPORATION)



Yoshikazu Oshimi



■ **Inspiration and Impetus** 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 take on further initiatives to improve productivity, reduce overtime work, and increase employees' motivation by incorporating the perspectives of women.

■ **Disrupting the status quo** Based on the conviction that a workplace that is comfortable for women is comfortable and agreeable for everyone, as well as to foster the hiring of young workers, action is being taken to improve the work environment in the construction site. A movement named the Kajima Tanpopo Activity, led by our female engineers and skilled female workers of partner companies, is underway. Notable examples of the workplace improvement proposals are being implemented on a companywide scale.

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



Hideaki Obata



■ **Inspiration and Impetus** We are committed to continually offering an energetic workplace where every individual employee, irrespective of gender, is encouraged to fully demonstrate their abilities.

■ **Taking actions and sending messages ourselves** Our company-wide "Smart Activity" project, which involves both management and employees, aims to achieve a well-balanced work and private life, improve productivity, and make full use of the abilities of diverse employees to promote the growth of the company. One of the efforts of the project is to promote women's continuing their careers with an emphasis on supporting both male and female employees to balance work and child rearing.

Masahiro Obana (Mayor of Wakayama City)



Masahiro Obana



■ **Inspiration and Impetus** I believe that women will play larger roles in sustaining society through employing their characteristic sensibility and viewpoints. We will encourage women's social advancement, seeking to ensure all citizens, regardless of gender, can continue working while performing household responsibilities.

■ **Taking actions and sending messages ourselves** We provide female staff members with training to promote women's participation at work and training for female leader candidates, which are designed to help them learn how to manage their subordinates and less experienced staff and raise their awareness of relevant issues.

Takeshi Kageyama (Mayor of Kosai City)



景山剛士



■ **Inspiration and Impetus** We receive many positive opinions and suggestions from female citizens based on their characteristically detailed considerations regarding major municipal programs, such as for parenting, welfare and disaster prevention. We also consider the possibility of using community networks mainly built by female residents for the purpose of emergency control.

■ **Disrupting the status quo** Increment of female employees in managerial positions

Daisaku Kadokawa (Mayor of Kyoto city)



門川 大作



■ **Inspiration and Impetus** We will be able to realize a society where people are able to respect and support each other, regardless of gender, by creating an environment where women are able to make vital contributions. Based on this staunch conviction, we will advance efforts to "reform our ways of working and our ways of living in a manner that is unique to Kyoto" by taking the lead to not only pursue diverse and flexible ways of working, but by also taking a renewed look at how we live and by showing people that we care.

■ **Taking actions and sending messages ourselves** Fostering female leaders requires us to stop paying excessive consideration to them and continue to have appropriate expectations for them. I take every opportunity to send to all staff members the message that for this purpose it is essential for us to promote highly productive work styles, and create a workplace environment where staff members can actively demonstrate their abilities at work, in their family lives, and during social contribution activities in their local areas.

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



Y. Kanai

Hokuriku Electric Power Company

■ **Inspiration and Impetus** In order to promptly and flexibly deal with changes made to our business environment, such as power system reforms, we definitely need to have employees who have different values and abilities and can help us make drastic business reforms while providing a range of services. We will make even more efforts to promote diversity, including empowerment of women, to continue earning the trust of customers and to remain their company of choice.

■ **Taking actions and sending messages ourselves** During Progress Week, created to coincide with the national government's Human Rights Week, the company president's message on the importance of promoting diversity, including empowerment of women, is being broadcast on internal TV media. At the same time, instructions have been issued to organize discussions on diversity in the workplace in order to engage in the open exchange of opinions on diversity at each work site.

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



Y. Karasawa



■ **Inspiration and Impetus** In order to respond flexibly in this age of uncertainty, it is very important to foster diversity & inclusion and the empowerment of women. Accordingly, we will create innovation from the viewpoint of women and in consideration of their values. We will also speed up our efforts to build an environment that allows women to design their work-life balance on their own to demonstrate more of their abilities.

■ **Taking actions and sending messages ourselves** As Chair of Keidanren's Committee on Gender Diversity, I send messages about the importance of women's active participation for Japan as a whole and good practices for that purpose at seminars, round-table talks, and other events targeting not only our group companies but also a wider range of companies.

Takashi Kawamura (Mayor of Nagoya City)



Takashi Kawamura



■ **Inspiration and Impetus** Nagoya City is committed to encouraging women's empowerment to realize the vision of women energizing the city as part of efforts to secure a diverse team made up of a range of different personalities in order to attain the continued development of society. Our major achievements include the zero-waiting list for nursery schools for the past five years. We will continue with this endeavor in cooperation with various industries and sectors, aiming to create a city where women can shine the brightest in Japan.

■ **Taking actions and sending messages ourselves** There has been a rise in women occupying a broader range of higher positions in our city such as being deputy mayors and directors. In light of this, we anticipate that we are sending a clear message of our commitment to promoting women into higher positions in the workforce.

Hideo Kiji (CEO&President, INTER ACTION Corporation)



Hideo Kiji



■ **Inspiration and Impetus** In light of the fact that our society is aging with a decreasing birthrate and a diminishing working population, it is critical for women to be provided with opportunities to demonstrate more of their abilities. In our company, female employees are indeed displaying their abilities, but in order to help them become managers and executives, the company needs to make a breakthrough with new ideas and knowledge and take on challenges more proactively.

■ **Disrupting the status quo** The Family Support Leave Program, granting leave to provide nursing care for family members, attending school events or because of morning sickness or infertility treatment, has been introduced. The leave-taking ratio has increased not only for women but for men as well, creating an opportunity to understand the obstacles women face in juggling childcare and work at the same time. In addition, promoting the empowerment of women has been established as a management strategy, prompting the organization of internal brainstorming sessions exclusively for female employees.

Kenji Kitahashi (Mayor of Kitakyushu City)



Kenji Kitahashi



■ **Inspiration and Impetus** Since becoming mayor of Kitakyushu City in 2007, I have been committed to promoting women's social advancement, anticipating future societal demand for increasing the female workforce to serve various social functions, as male workers do. We are a leader in this area, exerting pioneering efforts, including inviting a national government official to become the city's first female deputy mayor and formulating women's empowerment promotion plans ahead of other municipalities.

■ **Disrupting the status quo** When I assumed the office of Mayor, female members of subsidiary organizations that are responsible for reflecting residents' opinions in municipal government policies only accounted for about 30%. Many of the members were men and selected from the heads of affiliate groups. I therefore took the initiative in encouraging affiliate groups to promote women's participation in order to achieve gender equality in policy decision-making. As a result, the percentage of women reached 50%, for the first time among designated cities in Japan.

Seishi Kitamura (President, THE TOHO BANK, LTD.)



S. Kitamura



■ **Inspiration and Impetus** I believe that our personnel are an important asset of the bank. In light of this, I have been working to promote women's empowerment since I became President, being aware of my responsibility to perform the bank's important function of supporting female employees in achieving work-life balance and building their careers. Receiving more voluntary proposals from female employees, the management team is looking forward to their further professional growth and contributions to the bank.

■ **Taking actions and sending messages ourselves** I emphasize the importance and positive effects of women's participation in management in lecture sessions for those involved in the financial industry and local communities, IR meetings, and other opportunities, saying that "the promotion of women's participation is a national policy and it is important also for a private company to play a role in it" and that "the efforts to promote women's participation will improve a company's corporate image and thus ensure the retention of excellent human resources."

Hiroshi Kito (President, University of Shizuoka)



Hiroshi Kito



■ **Inspiration and Impetus** Everyone has their own personality. And our society is built on different people helping each other out. The largest split in society is by gender, but we can achieve a society that is more comfortable to live in if we make use of the individual characteristics of each person and draw out their inherent capabilities, without being confined to fixed ideas about the division of roles.

■ **Disrupting the status quo** As Chair of Shizuoka Prefecture's gender equality council, and through the course I teach at university titled "Marriage, Family and Gender: From the Perspective of Population Problems," I keep in mind to bring out people's various views on gender and to have people notice that women's active participation requires changes in the mindset of both men and women.

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



K. Kimura



■ **Inspiration and Impetus** In this age of great changes, we will be soon left behind if we do not make changes ourselves. However, we need courage to change, and I draw this courage naturally from my female colleagues. Although there are a range of differences between men and women, by searching for a solution together, we can take a greater step forward.

■ **Developing networking** PwC Japan Group has been organizing "Women in Action" program for external female leaders, such as female presidents and directors of different companies for more than five years. This program offers an opportunity for participants to learn and network with each other such as engaging in discussions with the experts on the latest topics in business management. We will continue to empower female leaders to succeed globally.

Shigeru Kimoto (President, Takashimaya Co., Ltd)



Shigeru Kimoto



■ **Inspiration and Impetus** I believe that helping all people regardless of gender to demonstrate more of their abilities, thereby fostering diversity management, will help us create innovation and increase our corporate value. In particular, because women account for 70% of our employee workforce, it is essential for the company to help women display their abilities. We will promote more women to managerial positions while providing them with comfortable workplaces, thereby increasing their work motivation and productivity.

■ **Taking actions and sending messages ourselves** We have adopted promotion of women's active participation as a management strategy, using various opportunities to send messages to people inside and outside the company about the importance of efforts to promote women's active participation. Our sustained active efforts have allowed us to enjoy an excellent social reputation as a company where women can demonstrate their abilities, as shown by our receipt in 2017 of the Prime Minister's commendation for leading companies in women's active participation.

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



T. Kunibe



■ **Inspiration and Impetus** Back in 1980, I had the chance to study in the US when most Japanese companies were still male-oriented and mono-cultural. I subsequently worked with many foreign-based companies while working in Japan.

In both of these experiences I have been highly impressed to see many high-performing women, which led me to believe that we must establish workplaces where everyone, regardless of gender, can fully demonstrate their abilities.

I still have this belief, and always will.

■ **Taking actions and sending messages ourselves** When I was the President of Sumitomo Mitsui Banking Corporation, I established and chaired the Diversity and Inclusion Committee, building a top executive-led system for promoting female workplace participation.

As the President of Sumitomo Mitsui Financial Group, I am now promoting this committee on a group-wide basis. I have also developed and communicated the organization's "Diversity and Inclusion Statement", the underlying principles in promoting diversity and inclusion for the financial group.

Shoichi Kubota (Mayor of Hamada City)



Shoichi Kubota



■ **Inspiration and Impetus** In a depopulating society, women's active participation in the workforce is vitally important. In view of this, Hamada City carries out initiatives to promote women's social advancement, helping many women fulfill their potential, with the hope of increasing their satisfaction with their community.

■ **Taking actions and sending messages ourselves** We organize entrepreneur seminars for women in business four times a year and provide subsidies, such as a subsidy for interest incurred on a loan for the renovation of a shop, rent, or initial funding. We also organize meetings where entrepreneurs share their experience with participants. I also attend seminars on financial arrangements to emphasize their importance.

Toshihito Kumagai (Mayor of Chiba City)



Toshihito Kumagai



■ **Inspiration and Impetus** The active participation of women is of course important, but the truly imperative issue is realizing a society in which all people are able to actively participate without just focusing on gender. We desire all organizations to have personnel whose composition closely matches general society's, in order to conduct decision-making in a manner that reflects the real world. We will continue to advance our efforts to have women participate in policy-making and create a well-balanced organization.

■ **Disrupting the status quo** With regard to the appointment of women to managerial positions, we have detected such problems as women tend to reject offers of management positions, and that we do not yet have an environment that motivates women to challenge themselves as managers.

To improve this situation, we send young female staff members to outside organizations, such as the Local Autonomy College (an institution run by the Ministry of Internal Affairs and Communications that conducts trainings for local governments' civil servants), to give them inspiring experiences that they cannot have at our municipal offices. These experiences motivate them to seek more challenges.

Yuji Kuroiwa (Governor of Kanagawa Prefecture)



Yuji Kuroiwa



■ **Inspiration and Impetus** Promoting women's empowerment is extremely important because it not only poses the issue of how to support each woman to enable her to make use of her individual characteristics and capabilities throughout her entire life, but also shapes the development of our future society, including the implementation of innovative and active corporate management as well as the recovery in the birth rate.

■ **Disrupting the status quo** We have launched various projects that aim to support women's participation in fields where women have lagged men in advancement. These projects include the "Kanagawa Rikejo Encourage Program" designed to encourage female students to pursue a career in STEM fields, and the "Kanagawa Nadeshiko Farmers Training Program" designed to support female farmers' participation in management. We also publish a booklet containing good examples of efforts of companies to promote women's empowerment.

Yoshimasa Konagai (Mayor of Fuji City)



Yoshimasa Konagai



■ Inspiration and Impetus As mayor of Fuji City, I believe that promoting women's empowerment is important to build a vibrant community in which all citizens can feel they live a meaningful life.

In the city government, I am working to foster an achievement-oriented, non-gender-based workplace culture.

■ Taking actions and sending messages ourselves

1. Increase in female managers
 - Employees' participation in the training program for candidates for executives among local government employees provided by the Local Autonomy College of the Ministry of Internal Affairs and Communications
 - Implementation of training for female employees (chief) who are candidates for executive positions
2. Creation of a work environment that supports male employees in balancing work and child-rearing
 - Provision of information on the availability of child rearing leave to all male employees

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



Kei Kobayashi

FURUKAWA ELECTRIC CO., LTD.

■ Inspiration and Impetus We are developing a wide range of businesses globally amid the rapidly changing business environment. In order to achieve continued development, we will take on new challenges to create value, breaking away from traditional approaches and past successes.

I view women's advancement into the core workforce as synonymous with having attractive companies where employees with diverse values enjoy working to fulfill their roles, showcasing their abilities, and showing respect for others.

■ Taking actions and sending messages ourselves We joined the Ikuboss Corporate Alliance last fiscal year. I then declared that I myself am an Ikuboss and clarified my approach to respecting and developing subordinate who have diverse values and working methods, we aimed to cultivate culture climates. This fiscal year, I communicated, internally and externally, my commitment to ensuring and accepting diversity under the founding principle of our company "Cherish employees." Particular efforts have been made to create an organizational climate in which people are cherished, support women's participation at work, and promote autonomous management of work-life balance.

Yoshimitsu Kobayashi (Chairperson, Mitsubishi Chemical Holdings Corporation)



Y. Kobayashi

Mitsubishi Chemical Holdings
KATEKI Value for Tomorrow

■ Inspiration and Impetus In contrast to countries where many women work in important business positions, it was difficult for women in Japan, even talented women, to be promoted to higher positions after raising their children. I began regarding this as a problem not only needing to be solved by each company but also as a challenge to be met by society, including issues related to social systems.

■ Developing networking Employee interviews conducted by an executive officer invited to join the company to promote diversity revealed that employees are seeking a network of young women and also networks formed around the topics of nursing care and childcare, treatment of diseases, etc. Studies are underway on supporting the development of various networks in the future.

Hiroki Komazaki (Founder and President, NPO Florence)



Hiroki Komazaki

Florence
NON PROFIT ORGANIZATION

■ Inspiration and Impetus There are still so many challenges to be met for women to demonstrate their abilities in society, including problems related to the care of children who are ill or who have disabilities, as well as the shortage of child nursing care facilities. We deem it our mission to implement projects to find solutions to meet these challenges and urge the government and politicians to work with us to change society for the better. Helping women to meet their challenges will eventually help women, along with everyone else, to demonstrate more of their abilities.

■ Taking actions and sending messages ourselves For the empowerment of women, men must change their work styles. Especially around childbirth and childcare-times in a woman's life when her career is hugely impacted-men are urged to take childcare leave, including myself, who took leave when my two children were born. Men taking childcare leave has become common and accepted practice in the company.

Tamotsu Saito (Chairman of the Board, IHI Corporation)



Tamotsu Saito



■ **Inspiration and Impetus** In order for a company to achieve a sustainable growth, I think it is necessary to bring together different ways of thinking under open and uninhibited discussions, and to nurture the development of a corporate culture that generates new innovations and creations. To achieve this, we have been promoting diversity including the active participation of women, and developing a workplace with a diverse mixture of personalities and values, where all employees can exercise their abilities.

■ **Developing networking** Since FY2013, we have appointed young female managerial staff members as network leaders, to conduct awareness-raising and information-sharing activities, including workshops and lectures, at each operational site.

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



Shinichi Sainohira

SANSHU SEIKA CO.,LTD.

■ **Inspiration and Impetus** I had a firsthand experience of seeing the enthusiastic participation and high average academic performance of female students in junior high school and high school. This made me realize the importance of drawing out the potential of women within our company.

■ **Disrupting the status quo** We have increased the ratios of female managerial staff and female directors by creating and observing the rule of promoting a man and a woman to managerial staff at the same time.

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



Hidetoshi Sakuma



■ **Inspiration and Impetus** I was born into a farming family and raised in an environment where it was taken for granted that both men and women worked equally hard. For 25 years, I myself have been sharing household roles with my wife, who was also working, including preparing meals for my children, taking care of them, and participating in their school events. Based on my own ideas and experiences, I have been repeatedly telling members of the bank that the demonstration of abilities by diverse human resources would help to increase corporate value and that men should share household roles such as childcare with their wives for the further empowerment of women.

■ **Developing networking** Soliciting the participation of regional banks, a council of regional bank presidents aimed at the accelerated empowerment of women was formed in 2014 by the presidents of all 64 regional banks. In 2017, seven representatives of industry, government and academia in Chiba Prefecture formed "the group of Chiba leaders for the acceleration of women's empowerment." Both groups have developed its own "declaration of action" to boost the empowerment of women, and activities are underway in that direction.

Kengo Sakurada (President & CEO, Sompo Holdings, Inc.)



Kengo Sakurada



■ **Inspiration and Impetus** Given the rapidly aging population and shrinking workforce, enterprises as well as individuals would not be able to survive without transforming themselves. We need to build an environment where a diverse group of people could continuously generate innovation. One of the keys to promote diversity is in our work styles reforms. Encouraging talented women to exercise their hidden capabilities to the fullest would be the most reliable and assuring way to empower Japanese economy.

■ **Taking actions and sending messages ourselves** SOMPO upholds "Diversity for Growth" as one of the corporate management strategies. Particularly, we regard women's contributions as indispensable to our success, since female employees account for more than fifty percent of our workforce. We make sure to place an emphasis on their contributions when we speak at a major internal ceremony or at a small employee meeting. Commitments from the top management are crucial in accelerating the empowerment of women.

Sachin N. Shah (CEO, President MetLife Japan)



Sachin N. Shah



■ **Inspiration and Impetus** As the son, husband and father of working women, I am very interested in promoting women to leadership positions. This not only represents a social need but also a business need as well. Promoting women is an important part of dealing with an aging society and decreasing population. We all have a role to play in supporting women's empowerment in Japan. To bring about the change we all want to see, the business community, government and society all need to play their role in achieving progress on this important issue.

■ **Developing networking** MetLife Japan continues to promote women's leadership by bringing together the next generation of Japanese female leaders through events such as the MetLife Japan Symposium (since 2014), where corporate leaders with a proven track record in empowering women engage in an important discussion. MetLife Japan has also been a strong supporter of the TOMODACHI MetLife Women's Leadership Program, a training program that develops Japan's next generation of female leaders that is now in its sixth year.

Takahiro Sato (Mayor of Yamagata City)



Sato Takahiro



■ **Inspiration and Impetus** In order to enable female employees to fully demonstrate their capabilities, it is necessary to establish workplace systems to encourage male employees to actively share child rearing and household duties with their partner. To this end, I encourage "the Ikuboss Declaration" which managers to declared their commitment to support male employees who have parenting duties. Then, male employees' awareness toward parenting and household duties will be enhanced. We will continue with these efforts to develop a workplace environment friendly to working women, thereby facilitating women's social advancement.

■ **Taking actions and sending messages ourselves** I adopted the Ikuboss Declaration and directly encourage male employees and their supervisors to use the childcare leave program and participate in household chores and child rearing. I take various opportunities to send a message of emphasizing the importance of raising awareness and improving operational efficiency in order to achieve a rewarding and comfortable-to-work environment.

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



Yusuke Saraya



■ **Inspiration and Impetus** The objective of Saraya is to contribute to society by providing products and services related to hygiene, the environment, and health. And we think it is particularly important to incorporate women's perspectives toward the development of such products and services. We believe that one of the guaranteed methods for fostering the growth of the individual and of the company is to create a workplace where everyone is able to participate, regardless of gender, and work with vitality and a positive mindset.

■ **Disrupting the status quo** Prior to the enforcement of the Act on Promotion of Women's Participation and Advancement in the Workplace in 2016, in 2014 we set specific goals for an increase in the number of female managerial staff members. As a result of our three-year efforts, including offering female leader training and building an executive-mentor system, the number of female managerial staff members doubled, and our first female executive was appointed. After that, women have been constantly appointed as department managers and candidates for executives, not to mention section managers.

Hiromichi Shinohara (Chairman of the Board, NIPPON TELEGRAPH AND TELEPHONE CORPORATION)



H. Shinohara



■ **Inspiration and Impetus** When compared to the world of telephones, in which NTT has been working until now, solutions that use ICT require even more diversity in terms of value. About half the market is comprised of women, so providers must incorporate the perspectives of women. We would like to approach issues by looking at things from diverse perspectives in a multifaceted manner, and address social issues.

■ **Taking actions and sending messages ourselves** NTT has adopted "Diversity & Inclusion" as its management strategy. Its top executive sends messages about the importance of tolerance for diverse values. The NTT Group domestically formulated a plan to double the percentage of female managers, setting a goal of doubling the percentage from 2.9% in FY2012 to 6.0% in FY2020. The percentage has increased to 5.1% by FY2017, a favorable change toward the achievement of the goal.

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



Kazuyuki Shimada



■ **Inspiration and Impetus** Our company upholds the personnel principle of providing employees with workplaces where they can work with ambition. Since its establishment, the company has offered a corporate culture that helps female employees display their abilities, and I believe that providing all employees regardless of gender with opportunities to demonstrate their abilities and achieve results will increase their motivation for work, which in turn will help the company maximize its corporate value.

■ **Taking actions and sending messages ourselves** We formulated a Fanc! Group Diversity Promotion Slogan in November 2017, and a Fanc! Group Sustainability Declaration in June 2018. We also make company-wide efforts to share widely with people outside the company the importance and effects of allowing diverse people to demonstrate their abilities, and our specific measures for that purpose, through media coverage, lectures, and by other means.

Yoshinori Shimazu (Representative Director, Leaders Academy)



■ **Inspiration and Impetus** I came to realize the power that women have when, during a meeting, women participants voiced ideas and perspectives that men had not thought of. They say that 70% of consumption is by women, and this was a moment when I felt the importance of women as I listened to their comments, which were made purely from the standpoint of consumer perspectives.

■ **Taking actions and sending messages ourselves** Although our company has a small number of employees, they are all teleworking women with children. I hope to continue sending messages about the importance of some 30 million full-time homemakers' making good use of their own great capabilities for society.

Koichiro Shimizu (President, LearningEdge Co., Ltd)



■ **Inspiration and Impetus** Our mission is to deliver learning opportunities that will change the lives of our customers. And our attentiveness to detail during our seminars, enabled by the unique perspectives of women, has been receiving praise. Comments made by our female employees are often extremely useful. At our company, women account for about 70% of our employees, and the participation of women is essential to the business of our company.

■ **Disrupting the status quo** Placing importance on making our company a life-long workplace for employees (who are our most important assets), I always keep in mind to create a work environment where all employees can demonstrate their abilities with the determination to make our company better, while respecting the work styles that employees themselves wish to adopt. We now use a flexible employment system, whereby we employ every single person in the way that matches her/his lifestyle.

Hiroshi Shimizu (President, Nippon Life Insurance Company)



Nippon Life Insurance Company

■ **Inspiration and Impetus** Based on our diversity promotion policy, our company is working to promote diversity and inclusion as one of its management strategies. At our company, female employees account for 90% of the total, and the empowerment of women directly leads to revitalization of the company. We aim to understand the individuality of each employee without prejudice and develop an organization that is sincerely committed to developing human resources.

■ **Taking actions and sending messages ourselves** The company's basic principle on human resources development is to "create manpower possessing strengths distinctly connected to 'personal identity' and capable of lifetime engagement." I myself lead and exercise initiative in the Human Value Improvement Project. All executive officers and general managers have issued the "Work Style Reform Declaration," putting work-life balance management into practice. In addition, roundtable discussions with women and young people are being held on an ongoing basis to communicate personally my own thoughts and expectations.

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



Hiroshi Shimizu



■ **Inspiration and Impetus** We are engaged in the food manufacturing industry, and women represent an important consumer base for us, as well as a source of value that we create for society. In order to change the social norm, which has long been established in a male-dominated society, into one that values gender equality, it is essential for male leaders to take initiatives and foster women's empowerment as a management priority.

■ **Taking actions and sending messages ourselves** Our policy on the empowerment of women and diversity has been presented in a variety of venues for purposes of public engagement. In the symposium on SDGs organized by the UN Global Compact Network Japan in March 2018, for example, I spoke on the importance of the empowerment of women in our policy.

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



Patrik Jonsson



■ **Inspiration and Impetus** Our business is about health and the female perspective is highly impacting our strategies and decisionmaking, which is important since most decisions in regards to health in Japanese families are made by females, often mothers. Diversity strengthens organization, then we position D&I as priority in business strategy.

■ **Taking actions and sending messages ourselves** The importance of inclusive leadership is being communicated in my own words at assemblies of managerial officers and at meetings attended by the entire workforce. Outside the organization, the company provides support at external venues on examining environments that enable women to work actively, such as sponsoring the program for women's empowerment organized by the American Chamber of Commerce in Japan and dispatching employees as presenters for the program.

Takao Shiraiwa (Mayor of Nanyo City)



Takao Shiraiwa



■ **Inspiration and Impetus** Empowered female workforces will be a key to solving issues related to the labor force shrinking due to rapid depopulation. However, the Nanyo City government is regrettably slow to develop appropriate personnel assignment systems to efficiently utilize the talents of female employees, including many who excel at planning and execution. We are working to improve the situation, setting numerical targets.

■ **Developing networking** I called for support of the declaration for action from members of the National Conference of Young Mayors, consisting of incumbent mayors under 50 years old, to expand the network. In September 2018, the prefecture's three mayors supporting the declaration gave a joint press conference, and in October, a joint meeting of supporters of the declaration was held in Nanyo City in Hokkaido, inviting members from the Hokkaido and Tohoku blocs to further expand the network of supporters.

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



K. Shindo



■ **Inspiration and Impetus** Based on the thinking that "a company's strength originates from human resources," we are implementing initiatives to reform how we work, and to promote diversity. We are placing priority on the active participation of a diverse workforce, with particular emphasis on the active participation of women. We aim to improve the work-life management of all of our employees, based on enabling employees to continue working by supporting their efforts to balance work with various other responsibilities such as raising children and caring for family members. By these efforts, we aim to become a company where diverse people are able to continue participating and making an active contribution.

■ **Taking actions and sending messages ourselves** Every year we hold two meetings of the Diversity Promotion Committee, which comprises the top executives of each group company, to check the progress in our efforts to foster female employees and promote their active participation, share related information with each other, listen to lectures by outside instructors, and conduct other activities. In addition, using the corporate profile and website, the company's top executive has continuously sent the messages that each employee's active participation provides the foundation for the company's higher competitiveness, and that the top executive is determined to promote women's active participation.

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



Toshihiko Sugie



三越伊勢丹ホールディングス

■Inspiration and Impetus When I was in charge of the sales section, I became fully cognizant of the fact that women constitute the central part of both our customer base and our employee base. I recognize that my positive efforts to address the challenges I then identified concerning the work environment and operations have helped female employees work with greater vigor and motivation. I hope to continue thinking about how to promote the more active participation of diverse categories of workers, including women, while keeping an eye on any changes.

■Taking actions and sending messages ourselves We have created a work environment favorable especially to women by enhancing childcare support systems, including short working hours, and transfer systems compatible with employees' life events. We aim to increase the percentage of female managerial staff, and the percentage of female department managers as of April 2018 reached 13%, exceeding the target of 10%. Moreover, we have appointed our first female outside director, to breathe new life into our company.

Hiroaki Sugita (Chairman - Japan, Boston Consulting Group)



Hiroaki Sugita



■Inspiration and Impetus For my work, I have mostly been involved in the consumer products industry. An overwhelming majority of the people who pick up consumer products that are used in everyday life are women. So when we discuss projects, we listen to opinions given from the unique perspectives of women, and from the perspectives of mothers and from those who use those products on a daily basis. We were able to hear comments that were startlingly perceptive, and made us realize that there were many insights to be gained from women's perspectives.

■Developing networking We hold an annual event for female consultants of our company to gather. The event programs include section meetings on a wide variety of topics, small-group discussions, and a dinner. The event serves as an opportunity for participants to learn and raise their awareness of different issues as well as to build a network with other female consultants with whom they usually have little contact and male managers.

Eikei Suzuki (Governor of Mie Prefecture)



Eikei Suzuki



■Inspiration and Impetus In order to foster the participation of women in society, I believe it is important to encourage men to break from tradition and also to promote reforms in the workplace. Moreover, it is one of the responsibilities of the leaders to bring about a change in the atmosphere of society. I myself am determined to lead initiatives to create a society where women can achieve their full potential.

■Developing networking A network of companies and organizations in Mie Prefecture supporting the empowerment of women (current membership at 428) has been established with the cooperation of various businesses in the prefecture, the national government (Labor Bureau), universities and economic organizations. A planning committee consisting of employees of member companies was formed to present candid opinions from a corporate perspective and guide the activities of the network.

Jun Suzuki (President, CEO, TEIJIN LIMITED)



Jun Suzuki



■Inspiration and Impetus I feel that it is a bit incongruous to define diversity using the framework of gender, nationality, race, etc. I believe that creating a company where each and every person is able to make use of their individual differences, at their own personal level, will naturally lead toward promoting women's empowerment.

■Taking actions and sending messages ourselves On the occasion of its centennial, the Teijin Group revised its Corporate Code of Conduct, which leads us to put into practice the group's corporate philosophy, to summarize the code in five simple easy-to-remember statements each beginning with "T," "E," "I," "J," and "IN." The first of the five items is "Together," followed by the sentence, "We are united in building shared, sustainable value through mutual respect for our unique differences." We send messages about the importance of diversity and inclusion on all occasions where employees come together, while also sharing that idea with our investors and business partners through IR activities and the media.

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



Junya Suzuki

nissha

■ **Inspiration and Impetus** We are often inspired by our customers overseas, where personnel diversity, including in terms of gender, is driving innovations. The NISSHA Group is also endeavoring to create a work environment where every employee, regardless of gender or nationality, can fully exercise their skills and capabilities.

■ **Taking actions and sending messages ourselves** The mission of the NISSHA Group includes “to integrate the abilities and passions of diverse employees.” I take every opportunity to emphasize the importance of women’s participation at work as well as to express my expectations for all employees, regardless of sex, age and nationality, to play significant roles.

Yasutomo Suzuki (Mayor of Hamamatsu City)



鈴木康友



■ **Inspiration and Impetus** We are aware that in a society facing the demographic challenge of an aging and declining population, it is vitally important to create an environment that enables the effective utilization of the female workforce. To this end, we are implementing a range of initiatives mainly to raise gender equality awareness and rectify male-oriented employment practices. We are endeavoring to realize the city’s vision of a creative society where men and women work together and inspire each other.

■ **Disrupting the status quo** We promote work-life balance and women’s participation in the workplace. To achieve this aim, we will identify and award businesses offices in the city that are implementing measures to ensure balance between work and private life and to promote women’s participation at work. We will also widely disseminate information on the efforts made by the awardees.

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



瀬戸 二郎

**Bank of America
Merrill Lynch**

■ **Inspiration and Impetus** At Bank of America Merrill Lynch, we have already made significant progress towards empowering and advancing women in our workplace through mid-level female employees sponsorship program, which is building a strong pipeline of future women leaders. To reach the next stage of our journey, my personal commitment is to apply a fair, gender-neutral lens to building our bench of talent.

Kinya Seto (Director, Representative Executive Officer and President, LIXIL Group Corporation)



瀬戸 欣哉

LIXIL
Link to Good Living

■ **Inspiration and Impetus** Companies must have diversity to achieve sustainable growth in this dramatically changing business environment. The LIXIL Group upholds the principle of making use of the expertise and viewpoints of diverse employees as the driving force for its growth and innovation. I believe that our company can become even more competitive by providing both male and female employees with equal opportunities for self-growth and career development and helping them to make the most of their characteristics and strengths.

■ **Disrupting the status quo**

- (1) In order to eliminate unconscious bias and foster human resources development, numerical targets have been set in the program for training future managers, and women have been registered in the program.
- (2) Work-style reform is being implemented for the development of a variety of work environments, prevention of over-dependence on individuals, and creation of a system that enables work execution as an organization. Opportunities for face-to-face dialogue with workers have been created to accelerate reform.

Osamu Setokuma (Chair of the Board of Trustees, Chiba Institute of Technology)



Osamu Setokuma



■ Inspiration and Impetus

The starting point I felt power of women is mother.

At home, our mother has superior ability of leading the family flexibly and also pay close attention to control each family. It is that mother's superior ability which comes from motherhood will become increasingly important for fostering of leaders in diversified society. That is the most important aspect for our university, as we make it our mission for fostering of talented people to support our country as a scientific technology-oriented nation.

■ **Disrupting the status quo** “The Meteor Project” was launched under the leadership of a female scientist which carried out to observe meteors a long-range plan from the International Space Station. This project has served as a role model for young female engineers and also it could be stimulate and aim for female students.

We are constructively increasing the number of female managers which purpose of their new viewpoint to add on more vitality for our organization.

Yukio Takano (Mayor of Toshima City)



Yukio Takano



■ **Inspiration and Impetus** In 2014, we were the only ward among the 23 wards in Tokyo that was designated as a city at risk of disappearing, because the number of young women in our ward will drop by half in the future. Faced with this fact, we decided that it was imperative that we listen to the voices of actual women and reflect those opinions in our policies. Thus, we hosted the “100 Women Conference” and the “F1 Conference” (where “F1” is an advertising term referring to women aged 20-34). These experiences helped us reaffirm the importance of listening to diverse opinions, including those of young women.

■ **Taking actions and sending messages ourselves** We have set organizational goals of appointing many more female employees to managerial positions, and increasing the ratio of female members of councils and the like. In addition, I have continued to send messages about the importance of promoting women's active participation on the occasions of managerial staff meetings.

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



Yuji Takahashi



■ **Inspiration and Impetus** At Miura, we invite women to actively participate in work opportunities, moving towards helping to achieve our company motto, “To create an inspiring workplace where we can take pride in our work.” We are striving to expand work responsibilities assigned to women to globalize business, participate in sales and service engineer functions, and create a view of reaching a centennial milestone.

■ **Disrupting the status quo** We have appointed a female executive officer and are openly inviting women to apply for boiler sales positions, which have traditionally been held by men. It is planned to subdivide service engineering tasks in such a way that more women can apply for positions in the service engineering department. Efforts are also being made to establish systems that facilitate flexible work schedules, not only for women but for all employees, such as a flexible working hours system.

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



Yasuhito Takayama



■ **Inspiration and Impetus** We are implementing initiatives based on the thinking that “a fulfilling life at home brings good results at work.” Employees are able to develop good relationships with their colleagues and customers only when they are able to enjoy their time at home and have fulfilling moments with their family. Thus, we believe that it is important to create a workplace environment that empowers women and allows them to work to their full potential.

■ **Disrupting the status quo** Since our employees can enhance their in-depth knowledge about tourist destinations throughout their long periods of service, we have built systems that allow them to continue working regardless of the stage of life, and reviewed the systems as needed. More specifically, we have adopted a system that allows shorter working hours for childcare than provided for by the applicable law, and a system that supports employees in succeeding in both raising their children and working.

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



Hisao Taki



■ **Inspiration and Impetus** Food is a theme that is close to everyone's life, and I believe that our company will achieve growth by making use of the perspectives and capabilities of women, and by encouraging them to participate actively in the workplace. Women have made a major contribution up to now toward the growth of Gurunavi, but to achieve further growth, I look forward to the active participation of not just women but of all our personnel with their diverse values.

■ **Disrupting the status quo** We are promoting the work-style reform that suits Gurunavi. In implementing the reform, we take advantage of our strengths and take into account ideas from every employee of our company to achieve efficient and comfortable work styles both for men and women. For example, we have adopted measures to reduce long working hours and encourage teleworking to allow employees to work from any location. We also use IT infrastructure effectively. With these efforts, we hope to further grow as a company that protects and nurtures Japanese food culture.

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



Sadanobu Takemasu



■ **Inspiration and Impetus** It is now natural for women to work outside their homes, and in fact, more and more women are working at Lawson stores or managing the stores as owners. Our business model is supported by working women. For Lawson, which upholds diversity as one of its management principles, it is natural to accept people who have a range of values regardless of gender or nationality, thereby building a flexible working environment. I think this has already become the social norm for companies.

■ **Disrupting the status quo** The significance of the empowerment of women has been communicated to all employees, and a pamphlet describing my message as the company president has been distributed to all employees as well. I have personally participated in the training program for female employees, engaging in dialogues with them and communicating my expectations toward them. In addition, I exercised initiative in organizing a "franchise owner women's club" consisting of women who own franchise stores and participate in their meetings each time. At these meetings, lively debates take place on how to build an environment that enables women to work without constraints. Many of the ideas presented have been implemented. Most recently, name tags with a maternity logo have been produced for pregnant women who are working at the stores. Efforts are being directed to building a work environment agreeable to women.

Osami Takeyama (Mayor of Sakai City)



Osami Takeyama



■ **Inspiration and Impetus** Since becoming mayor of Sakai City, I have been consistently focusing on parenting support, developing various systems to ensure stable employment for working parents. I was Japan's first municipal government head to declare my commitment to supporting government workers with their parenting duties (the Ikuboss Declaration) as part of efforts to facilitate work-life-balance initiatives within the government. Through this action, we also look to present exemplary models to the local business sector, seeking to raise its awareness, thereby hoping to advance our women's empowerment initiatives.

■ **Taking actions and sending messages ourselves** I adopted the Ikuboss Declaration to encourage managers and executives to show understanding towards employees with limited work hours due to child rearing and family care in order to help them achieve a good work-life balance. In 2017, those in managerial positions also joined the Ikuboss Declaration. We are implementing efforts to raise awareness among companies of the importance of having balance between work and child rearing.

Takashi Tanaka (Chairman, Representative Director, KDDI CORPORATION)



Takashi Tanaka



■ **Inspiration and Impetus** We are committed to "embracing diversity" as one of our first priority vision stated in the KDDI Group Philosophy. We deem it essential for sustainable growth of a company to build an organization and corporate culture where a staff individual can perform and show her/his ability to the maximum extent.

■ **Taking actions and sending messages ourselves** I assembled female candidates for the managerial positions during my duties as President to directly convey my belief in the importance of promoting women and my expectation towards their achievement in operating and creating our business. Additionally, women have been recruited actively into the "managerial assistant program" through supporting the executive officers to foster greater participation of women in management and to enable them to acquire firsthand experience in the front line of top management.

Nobuhiro Tanabe (Mayor of Shizuoka City)



N. Tanabe



■ **Inspiration and Impetus** Shizuoka City promotes a number of initiatives to support working women, including the recent Shizuoka Joshi Kira project, aiming to create an attractive society that is particularly friendly to female workers. We are working to build and improve systems to help women pursue their career, looking at various areas such as parenting, stable employment, gender-equal work style reform and work-life-balance. Through these efforts, we hope to ensure all citizens can feel fulfilled in performing their chosen roles.

■ **Taking actions and sending messages ourselves** The “Shizuoka Joshi Kira Project,” a City-initiated project aiming to support working women, has been implementing various programs that promote women’s participation at work, under its three main themes: “Support women who are ready to play an active role at work,” “Support companies to promote women’s participation” and “The city should take the initiative as the proverb says, ‘Whoever suggests should start.’” Shizuoka City has been proactive in efforts to promote women’s participation and achieving work-life balance. The city also launched a public and private sector cooperative council entitled “Shizuoka City Council for Promoting Women’s Participation (a conference supporting the Shizuoka Joshi Kira Project)” with the aim of widely communicating the importance of women’s participation throughout Shizuoka City.

Tooru Tanihara (Member of the Board, President and Chief Operating Officer, SCSK Corporation)



T. Tanihara



■ **Inspiration and Impetus** Due to the composition of Japan’s working population today, the key to the question of whether we can achieve sustainable growth for the company rests on the ability to truly harness the power of women in the labor force. And we are advancing initiatives to achieve this aim, based on the belief that we must tackle this issue from two sides. One is to actively provide opportunities for women in the workplace and to support their efforts. The other is to change the corporate culture that is centered on men and rooted in the social and cultural background of our past.

■ **Disrupting the status quo** We have adopted the number of female managers ranked equivalent to or higher than section managers as an indicator of women’s active participation. While we had 13 female managers in 2012, we have set a target of 100. To achieve the target, we introduced a program to train candidate for management position, and have striven to create an organization climate in which all employees can deliver their best performance regardless of their gender. As a result, we have increased the number of female managers to 82 by 2018.

Takanao Tamai (President, Johnson & Johnson K.K. and Johnson & Johnson K.K. Medical Company)

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

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



Takanao Tamai



Mario Stein



Christopher Hourigan

■ Inspiration and Impetus

(Tamai) Based on Our Credo, which shows Johnson & Johnson’s commitments, everyone must be considered as an individual in the company. We have learned much from employees’ grass-roots activity groups, including Women’s Leadership & Inclusion (WLI).

(Mario) I always feel it is necessary to listen to the opinions of diverse employees, including women, so that we can hit upon a range of ideas and take a broader view. Accordingly, I focus on providing employees with open opportunities where they can express their opinions without hesitation.

(Chris) I think inclusion is as important as diversity. I feel that not only gender diversity but also work style diversity has been fostered to meet the needs of employees who are in various life stages.

■ **Disrupting the status quo** Online training to deepen understanding of unconscious bias (UCB) is being implemented for all employees. There are also sessions in which line managers speak about UCB in their own words. We are honored to receive such high acclaim from other organizations. However, our activities will be strengthened further.

Johnson & Johnson
FAMILY OF COMPANIES IN JAPAN

Tsutomu Tannowa (President & CEO, Mitsui Chemicals, Inc.)



Tannowa



■ Inspiration and Impetus My first involvement in promoting women's empowerment was in 2007, when I worked as the general manager of the Human Resources & Employee Relations Division. At the time, I launched a team within the division to promote the participation and advancement of women. It was not easy to promote the participation and advancement of women in the manufacturing business, which has historically been a male-dominant field. But I implemented these efforts because I believed in the importance of continuing to hire and promote women, even if only in small incremental steps.

■ Taking actions and sending messages ourselves I participated as a panelist in a presidents-featuring event about promoting women's active participation, held by Mitsui companies. Since I was the only president of a manufacturer among the speakers, I mainly mentioned the difficulties women often face in working at Works, including the three-shift system and handling of chemicals, and then emphasized that it is important to consider how women can actively work in such conditions, instead of giving up on the basis of such difficulties. In addition, I encouraged women who hesitated about promotion by telling them to become the "first penguins" who are the first to jump into the sea, instead of sticking to remaining at the same level as other women.

Koichi Tsuji (Country Managing Partner, EY Japan)



Koichi Tsuji



■ Inspiration and Impetus After having discussed and given careful thought to D&I at an EY global conference I attended earlier, I came to the conclusion that we need to further promote women in the workplace not only from a moral perspective, but also based on economic reality. This just seems sensible to me and helped me to recognize that actively promoting women must be an integral part of our management strategy. Initiatives arising solely out of an abstract ethical position may not last over the long term, but when they are part of a deliberate management strategy, then sustained efforts can be made.

■ Taking actions and sending messages ourselves In determining recruitment, promotion and assignments for women, if any improvements need to be made, we try to identify the contributing factors behind the problem by reviewing the entire process that resulted in such an issue in the first place, rather than seeking remedies solely based on a desired end result.

IT can be effectively utilized to enhance the work environment for women. For example, we are promoting paperless working to reduce the need for carrying documents from place to place and have installed a Thin Client server to promote telecommuting.

Naoyuki Terada (President and Representative Director, Kagome Co., Ltd.)



Naoyuki Terada



■ Inspiration and Impetus The majority of Kagome's stakeholders, including end customers, a total of more than 170,000 individual shareholders, and aspiring employees, are female. Given this fact as well as the general male-to-female ratio, we should be and are committed to encouraging women's social advancement. They have made effective proposals to achieve a workplace environment comfortable for all workers, regardless of gender or age. I expect that their active participation in the workforce will further drive management innovations.

■ Disrupting the status quo In the long-term vision developed and announced, internally and externally, in July 2016, we included the target to achieve 50% women in each position from general to executive levels, in order to ensure our commitment to aim high and continue to improve, achieving our great ambition as a company, and continuing our efforts to promote women's participation. We are aiming to achieve the target within 20 to 25 years.

Masamichi Terabatake (President, Chief Executive Officer and Representative Director, JAPAN TOBACCO INC.)



M. Terabatake



■ Inspiration and Impetus As a result of working outside Japan for more than 12 years with a range of people of different backgrounds, including gender, nationality, and career paths/affiliations, I have come to realize the benefits brought about by diversity. JT, which is based in Japan, has also been promoting diversity since 2013, when the company began upholding empowerment of women as one of its targets.

■ Taking actions and sending messages ourselves In recognition of the need to further advance our organizational capabilities by embracing diversity in order to maintain the company's sustainable growth in the face of changes in the business environment that are taking place at an unprecedented scale and speed, the company has positioned the promotion of diversity, including the empowerment of women, as a management issue, and its importance is being communicated in a wide range of venues both inside the organization and elsewhere.

Takeshi Tokuhisa (President, Chiba University)



Takeshi Tokuhisa



■ **Inspiration and Impetus** I believe that the question of how to balance work and life (life at home and in the local community) is a concern that applies to every working person. We aim to achieve an environment where everyone—not only women but each and every person regardless of gender or job type—is able to reach their full potential by advancing our efforts to develop a workplace environment where everyone is able to participate actively.

■ **Developing networking** In FY 2015, the Diversity Chiba Research Environment Promotion Consortium was launched under the leadership of Chiba University and jointly with Toho University and the National Institute of Radiological Sciences. The objective of the consortium is to promote the inclusion of more women in the research environment. Nine organizations have so far joined the consortium. We hold a joint meeting to learn from excellent precedents about twice a year and are currently expanding our network.

Tetsuro Tomita (Chairman and Director, East Japan Railway Company)



Tetsuro Tomita



■ **Inspiration and Impetus** We believe that promoting diversity, including the active participation of women in the workplace, will be the driving force for the sustainable growth of our Group. There are employees who wish to reach their full potential at work, but are restricted from doing so because of constraints that arise when we try to balance work with our personal life. We will implement initiatives, such as by enhancing our equipment and improving our systems, to answer the needs of our employees, motivate them to work, and enable them to reach their full potential.

■ **Disrupting the status quo** While creating a favorable work environment where all employees can demonstrate their abilities regardless of their gender, we have enhanced relevant systems and established an increasing number of in-house 24-hour nurseries. We have also positively appointed female employees to a wider range of positions and especially managerial positions, including foreperson. We will continue to strongly promote diversity, and accelerate our group's reform.

Hideo Tomita (Representative Director, Thomson Reuters Japan KK)



Hideo Tomita



■ **Inspiration and Impetus** Since I have been working for a long period of time in a field where women's empowerment has been advancing from an early stage, I was fortunate to consider the active participation of women as something ordinary. Such conditions should actually be the normal for women's empowerment. I take actions based on my belief that it is important to create a natural atmosphere where women who are leading the movement will not feel burdened or unnecessarily pressured.

■ **Taking actions and sending messages ourselves** We commit ourselves globally not only to promoting women's empowerment but also D&I. We make efforts to introduce examples of excellent efforts overseas in Japan, both internally and externally, so that such efforts can also be applied in Japan.

Kyosuke Nagata (President, University of Tsukuba)



Kyosuke Nagata



■ **Inspiration and Impetus** As the globalization of society rapidly progress, promoting diversity and supporting women's career realize ideas and perspectives that have not been noticed before and creating co-existence with society and sustainable growth of the university. We will continue working on the promoting diversity and supporting women's career to discover individual talents, achieve happiness of all members, and shape the future of the university.

■ **Disrupting the status quo** The University of Tsukuba cooperates with IBM Japan and AIST and promotes "seamless encouraging model of multi-generation female researchers and engineers" for realizing the diversity for research environment since 2016. Three organizations jointly conduct the support programs for environmental improvement, awareness raising, advancing research capability, and recognize the participants' and organizations' achievement.

Takashi Nagata (CEO, Deloitte Japan)



Takashi Nagata

Deloitte
デロイト トーマツ

■ **Inspiration and Impetus** We will target to achieve a workplace where all our female employees develop long-term career plans with high motivation. Also we keep inspiring male business leaders inside out, to take appropriate actions to expand our networks to support further women empowerment in Japan, to contribute to the nationwide economic growth.

■ **Disrupting the status quo** Training opportunities for female management candidates to further strengthen pipelines, empowered training structures, inclusion training for all the partners and employees, on-site corporate nursery school, and properly adjusted terms and policies. Also Positive Action is now in place, to further empower female management recruiting and promotion, and to meet the set target KPI along with our Deloitte Global offices.

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



M. Nagato

JAPAN POST HOLDINGS

■ **Inspiration and Impetus** About 70% of customers who come to the post office are women, and in order to respond to diversifying needs that change with the times, the active participation of our female employees, who bring a breath of fresh air to our organization, will help enhance the services that we provide. Furthermore, I believe it is essential that we receive the help of women to not only provide services that more closely answer the needs of our customers, but also to enhance our corporate value, such as through the revitalization of our organization.

■ **Taking actions and sending messages ourselves** The 2018 September issue of the Cabinet Office's newsletter Kyodo-Sankaku carries an article about our intention to promote the creation of a work environment that allows employees to demonstrate their abilities to the maximum, as well as our measures for this purpose.

• When publishing disclosures and unveiling the medium-term management plan, I sent to people inside and outside the company top-executive messages about my determination to promote not only women's active participation but also diversity further.

Hiroaki Nakanishi (Chairman of the Board and Executive Officer, Hitachi, Ltd.)



H. Nakanishi

HITACHI
Inspire the Next

■ **Inspiration and Impetus** It is essential to make important decisions based on the results of discussions by teams composed of diverse members, including women. Members of differing backgrounds, including gender and nationality, have different viewpoints, which help make discussions more meaningful and results more fruitful. I therefore naturally expect that women will participate in our decision-making process.

■ **Taking actions and sending messages ourselves** For the Social Innovation Business that Hitachi promotes, open discussion is essential. We are strongly promoting to foster the growth of a corporate climate in which diverse people including women are able to express different opinions and recognize diverse values. This top commitment is being communicated regularly through the intranet, etc.

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



T. Nagano

Tokio Marine Holdings

■ **Inspiration and Impetus** We are aiming to be a "Good Company" that continues to be chosen by our customers and stakeholders by leveraging diversity in such areas as gender, nationality, and values, as well as inspiring one another to constantly generate new value. To achieve this, I believe it is essential that we incorporate women's empowerment into our management strategy and develop a climate where women can fully participate and contribute in all areas of decision-making.

■ **Taking actions and sending messages ourselves** I believe it is very important to use dialogue to create greater levels of motivation and an ownership of and passion for their self-development. I myself visit branches nationwide and hold meetings called "Maji-kira", which means serious conversations in an open atmosphere. The purpose of these meetings is to help create a positive cycle in which employees can feel the meaning of their work and the growth they can experience through it, which then becomes a driver for the growth of the company as a whole, this in turn allows employees to feel greater satisfaction at work and live more fulfilling lives.

Masayasu Nakano (Mayor of Ichinomiya city)



M Nakano



■ **Disrupting the status quo** Our use of Ichinomiya City's original work system called "i-Style" (a system comprising of flextime for managerial staff and staggered working hours for non-managerial staff) has allowed our staff members to work in more flexible ways according to their lifestyle activities, including childcare, nursing care for family members, and personal development.

■ **Inspiration and Impetus** Among the governing bodies, the city hall is the place that is most accessible to local residents. Thus, we need to make use of human resources with diverse sets of values and experiences, regardless of gender, in order to answer the various needs of the residents. We will implement a flexible working style that assigns the best person to the best position in accordance with their capabilities and personality, and also in a manner that suits their lifestyle. The entire office will work together as one to tackle local issues.

Tokihiro Nakamura (Governor of Ehime Prefecture)



Tokihiro Nakamura



■ **Taking actions and sending messages ourselves** One of Ehime Prefecture's management strategies is the promotion of women's participation. In accordance with this strategy, the prefecture promotes the implementation of the HimeBoss Declaration, an Ehime version of the Ikuboss Declaration. I took the initiative in issuing the declaration in January 2017. Since the issuance, I have made every effort to spread the concept. As a result, all of the 20 mayors in the prefecture have signed the joint declaration and, as of September 2018, 20 months after the issuance, 602 business offices have adopted the declaration. In addition, a new mentor system beyond organizational boundaries, which is unique to Ehime Prefecture, has also been established.

■ **Inspiration and Impetus** Several years after I started out in my professional life, the Equal Employment Opportunity Act for Men and Women was enacted, which was viewed as ushering in the age of women's social advancement. Since then, while the female workforce has been expanding, traditional gender role stereotyping remains strongly rooted in society and is an issue that requires continued awareness-raising efforts to overcome. In a society facing irreversible depopulation, women's empowerment will be essential to shaping a bright future.

Hironobu Narisawa (Mayor of Bunkyo City)



Hironobu Narisawa



■ **Disrupting the status quo** As part of work-style reform, lights in the office are turned off promptly two days a week, and employees are required to take paid annual leave for one day or more each month. In addition, flexible working hours have been introduced to help workers manage their tasks, meetings, etc., since FY 2016. Due to the need to increase work-style options, however, a staggered working hours program for personal reasons other than childcare or nursing care of family members is being tested and reviewed.

■ **Inspiration and Impetus** As one of its priorities, Bunkyo City is implementing childcare support initiatives to expand options available for parents, including establishing more nursery facilities for children. As the head of the city that fosters childcare support, I strongly recognize the importance of implementing measures to provide female employees of the city with a better working environment.

Takeshi Niinami (President & CEO, Member of the Board, Representative Director, Suntory Holdings Limited)



Takeshi Niinami

SUNTORY

■ **Developing networking** Since 2014, we have held "Female Leaders Forum" with the attendance of all female managers. Moreover, as an activity of the female manager networking board, we hold workplace introduction forums targeting all employees, to help younger employees in capability development. We are also planning to start networking female leaders from the group companies worldwide next year.

■ **Inspiration and Impetus** Through diversity management, Suntory aims to create new value that had not existed before by respecting the different opinions and ways of thinking that various people have, and by bouncing those diverse ideas off against one another. Among such efforts conducted in the past, incorporating women's perspectives has helped us create new value and will continue to give birth to new innovations; thus, we believe that it is absolutely essential for women to play an active role.

Yoshinobu Nisaka (Governor of Wakayama Prefecture)



Y. Nisaka



■ **Inspiration and Impetus** Aiming to achieve a society where all female workers are and continue to be employed as they wish, the government is working to raise industrial awareness and develop support systems. In an effort to assist the efforts of those seeking to return to the workforce, we are planning to establish common industrial recruitment timelines for such efforts, which are similar to those for new graduates.

■ **Disrupting the status quo** Wakayama Prefecture has developed its own systems to help women realize their desire to work. One of its efforts is the establishment of the Federation of Companies Supporting Women's Participation, consisting of companies offering a work environment where employees feel comfortable to work. Member companies of the Federation share information on their successful efforts so that others can apply them. We have also established a recruitment system to receive applications from mid-career candidates in February, separately from the ordinary recruitment schedule for new college graduates. We have been placing particular emphasis on these systems.

Saburo Nishiura (Chairman, Representative Director, HULIC Co., Ltd.)



SABURO NISHIURA



■ **Inspiration and Impetus** In today's day and age when a decline in population is unavoidable, we believe it is important for each and every employee to reach their full potential, regardless of gender. As such, our company only offers career positions (as opposed to those that also offer administrative-only positions). However, since women face different obstacles in continuing to work at different times in their lives, such as following marriage and childbirth, we are making active efforts to expand our system and nurture a corporate climate that helps eliminate those various obstacles.

■ **Taking actions and sending messages ourselves** I always keep in mind the need to explain the importance of diversity management to employees myself. Last year, I delivered an in-house Chairman's message, where I highlighted not only our management strategies but also the importance of creating a work environment favorable especially for women. In addition, I make positive efforts to enhance in-house systems and foster our corporate climate, in collaboration with the Corporate Planning Department.

Shojiro Nishio (President, National University Corporation Osaka University)



Sh.



■ **Inspiration and Impetus** Universities today are seeking to contribute toward resolving social issues in addition to deepening their academic scholarship. Universities should, by nature, be places of true diversity that reach beyond nationality, gender, and other differences. I believe we will be able to resolve social issues only by helping each individual to reach their full potential and by amassing a variety of interdisciplinary knowledge based on respecting diverse values.

■ **Developing networking** Twenty-five organizations in the Kansai region, including companies and research institutes, jointly established a system in Kansai for rotation-based training for women researchers, a system that blurs the borders between academia, industry, and research institutes, to promote industry-academia cross-appointments, industry-academia joint research led by women researchers, nurture female science students, etc. in an environment of "openness."

Takatoshi Nishiwaki (Governor of Kyoto Prefecture)



Takatoshi Nishiwaki



■ **Inspiration and Impetus** Kyoto cannot achieve economic development without the active participation of women. In order to promote women's empowerment, we must continue our efforts without stopping. Thus we will advance our efforts throughout Kyoto based on the "Kyoto Conference to Help Women Shine." At the same time, we will continue our efforts in government administration to promote women's empowerment by providing women with opportunities to think more about their career development.

■ **Taking actions and sending messages ourselves** Under the leadership of the "Kyoto Conference to Help Women Shine" which was established through collaboration between the local government and business organizations, etc., a "Kyoto Women's Base" as a center for supporting women's active participation opened in August 2016, to accelerate women's active participation. In addition, Kyoto Prefecture-based companies ready to promote women's active participation established the "Kyoto Male Leaders Society to Support Women's Active Participation" in July 2017.

Nick Lane (President & Chief Executive Officer, AXA Life Insurance Co., LTD)



Nick Lane



■ **Inspiration and Impetus** We promote fostering corporate culture which all employees have opportunities to equally use his/her ability. Empowerment of women is an area we have kept our focus for that purpose. We consider creating employee-friendly workplace is important for realizing culture transformation. Our workforce is comprised of diverse employees to be able to meet various needs and expectations of our customers and provide better service for them.

■ **Taking actions and sending messages ourselves**

- We place empowerment of women as a management strategy and specifically discuss issues regarding female employees at the executive meeting. We also provide development opportunities such as mentoring and sponsorship program for potential female leaders.
- At the diversity meeting sponsored by CEO, employees have opportunities to make suggestions and these suggestions can be proactively considered for implementation.

Hideki Nunome (President and CEO, SYSTEM RESEARCH CO., LTD.)



Nunome Hideki



■ **Inspiration and Impetus** Historically our company has adopted a pay system which is depending on skills rather than gender basis. Despite this, many female employees are regrettably forced to give up their professional career and skills built over years, due to difficulties in achieving work-life balance, which is attributable to a lack of appropriate workplace systems. Our continuous effort to support those working women helps our female employees to continue their career and provides more family friendly working environment.

■ **Taking actions and sending messages ourselves** The following objectives of the action plan for the promotion of women's participation at work have been communicated internally to employees and also externally through the website.

- Objective 1: Increase the ratio of the average length of service of female employees with our company against that of male employees to at least 70%
- Objective 2: Increase the percentage of women in managerial and higher positions to at least 7%
- Objective 3: Reduce the monthly average overtime hours to 20 or less hours

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



H. Numata



■ **Inspiration and Impetus** Most of our customers and employees are women. The active participation of women has an important role in our business. We believe that, as part of our efforts to advance diversity, if we actively develop an environment that is comfortable to work in and support the career development of our employees, this will lead to improving customer satisfaction, which is what is most important for our company.

■ **Taking actions and sending messages ourselves** We are promoting women's advancement as a management strategy. We also provide seminars on workplace harassment for employees holding the position of store manager or higher across the country, in an effort to share the importance of creating a women-friendly workplace.

Akio Negishi (President, Meiji Yasuda Life Insurance Company)



Akio Negishi



■ **Inspiration and Impetus** In order to develop attractive products and services in response to changes in the business environment, our company must innovate. To this end, we need to help human resources perform to the best of their potential while freely exchanging opinions with each other. Based on this belief, we are seriously working to foster the empowerment of various human resources, including women, and to build a corporate culture that accepts diversity.

■ **Taking actions and sending messages ourselves** In the various programs organized to achieve diversity & inclusion (such as the Diversity Forum convening one managerial representative and one representative of female employees from each organization, and the Diversity Promotion Week, which is a training session for all employees to understand the importance of diversity & inclusion) my message is being communicated directly and regularly, announcing the company's determination to take action in earnest.

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



橋本雅博



■ **Inspiration and Impetus** Our company has many female employees who are very competent and highly motivated in their work. We offer them various opportunities while supporting them through our work-life balance system, with the hope that our female employees will be able to reach their full potential at work. I believe that the sustainable growth of a company and promoting women's active participation are two sides of the same coin.

■ **Taking actions and sending messages ourselves** We launched full-fledged efforts to promote women's active participation at the end of FY2004. Although the president has been replaced twice, every president has wholeheartedly continued to emphasize the importance of these efforts again and again. These messages are posted on the intranet and shared among all employees. We have recently striven to send our messages to a wider range of people by actively participating in diversity declarations by local communities, for example.

Keizo Hamada (Governor of Kagawa Prefecture)



Keizo Hamada



■ **Inspiration and Impetus** In order for us to respond to the rapidly declining population and handle the increasing sophistication, complexities, and diversification of administrative issues, we must make use of women's unique perspectives and their flexible ways of thinking in determining our line of policy, so that we can enhance the quality of our policies and improve the government services that we provide. We are implementing initiatives to help female employees achieve a good balance between work and family life, with the aim of creating a bright future for women in Kagawa Prefecture.

■ **Disrupting the status quo** Female employees have been appointed to various positions, including ones previously dominated by male employees, as we strategically and methodically develop our employees. In addition, we actively appoint female employees to managerial posts or other posts that are usually assumed by future managerial staff, including the post of assistant section manager.

As of April 1, 2017, women accounted for 11.8% of managerial staff members in Kagawa Prefecture. (The Prefecture-based Map of Women's Active Participation published by the Gender Equality Bureau, Cabinet Office, ranks Kagawa Prefecture fifth in Japan in terms of this indicator.)

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



Eiji Hayashida



■ **Inspiration and Impetus** The environment surrounding companies is changing on a daily basis and becoming more complex. In order to respond to these changes, companies must make broad use of diverse personnel, enhance their creativity, and improve their motivation. In particular, women's empowerment will be a major driving force that will help companies achieve sustainable growth. Thus it is crucial that top management take the lead in promoting women's participation in the workplace.

■ **Disrupting the status quo** To enable every employee to work in the style that allows her/him to feel proud of and satisfied with their work, we implement various measures and initiatives, including setting "No overtime" days and recommended paid leave days for each employee, improving employees' mindsets by building a telework system that applies to both sexes, and implementing ICT-based operational reform. Through these measures, we strive to encourage male employees to participate in childcare and housework.

Yu Han (President, COO, MARUHAN Corporation)



Yu Han



■ **Inspiration and Impetus** The power of female employees is extremely important to Maruhan, as we strive toward achieving dynamic innovations looking 10 years and 20 years ahead. At the same time, we wish to forge a way forward that will help realize diverse career paths for individual employees.

■ **Taking actions and sending messages ourselves** We have adopted the company-wide policy of promoting women's active participation (promoting diversity), and devote company-wide efforts to promoting women's active participation.

Toshiaki Hioki (Mayor of Gujo City)



Toshiaki Hioki



■ **Inspiration and Impetus** In Gujo City, which is faced with an aging and declining population, women play an important role in supporting society. Female municipal employees actively participate in and lead various projects, offering proposals, taking actions and assuming management responsibilities. In the agricultural division, for example, female agribusiness advisors organize farming experience events for young girls to promote the industry. We expect female workers to contribute further to the development of Gujo.

■ **Taking actions and sending messages ourselves** To promote women's appointment to manager, we support women's career development. For example, we provide female employees with training and opportunities to share opinions with experienced staff members, with the aim of improving their motivation and ability.

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



Takashi Hibino



■ **Inspiration and Impetus** The source of the competitiveness of the Daiwa Securities Group is in its people. We are therefore making efforts to provide an environment where women can make the most of their abilities and continue working while at the same time enjoying their important life events. We will advance our "work style reforms," including further empowerment of women, to "reforms that provide more motivation to all employees," thereby creating a positive cycle to increase satisfaction for both customers and employees

■ **Taking actions and sending messages ourselves** The Joint Declaration on Work Style Reform was issued in 2017. Under more powerful leadership, various programs and measures, including support for the empowerment of women, will be implemented in order to achieve dramatic improvement in productivity. I personally chair the company's work-life balance committee and engage in the realization of various programs. The rate of male employees taking childcare leave established as a target for 2020 was already realized in 2017.

Shinji Hirai (Governor of Tottori Prefecture)



Shinji Hirai



■ **Inspiration and Impetus** Before I became Governor, a situation existed where little progress had been made in the appointment of women to executive positions within the Tottori Prefectural government despite ongoing talk of women's advancement. At the end of the day, it is up to top management to make the final decisions. Therefore, upon my election as Governor, I took bold steps to promote women into positions of managers and directors; consequently, the ratio of female managers and directors in our prefecture has quickly risen to one of the highest in the nation. What is important, I believe, is not to hold up a concept like a banner but to steadily put it into practice.

■ **Disrupting the status quo** I have pressed forward with the appointment of women within the Tottori Prefectural government where the number of positions is limited. I have actively promoted the appointment of women since assuming the position of Governor in April 2007 when the ratio of females in managerial positions was below 10%. As of April 2017, it had increased to 18.4% making it the highest in all of Japan and further grew to 20.0% by April 2018. In addition, Tottori Prefecture is also ranked number one in the nation for having the highest percentage of female department managers at 18.8% as of April 2018.

Yoshiro Hirai (President, ITOKI CORPORATION)



Yoshiro Hirai



■ **Inspiration and Impetus** Many women join our company every year. And building an environment where those women can make a meaningful contribution, doing a job that they wish to continue to perform in the future, is a truly important management issue. The company's performance improves when each and every employee is able to fulfill their inherent potential to the maximum level, regardless of gender. We will make all-out efforts in promoting women's empowerment, for the sake of the happiness of the individual, for the company, and for society.

■ **Disrupting the status quo** For a long period, we used to employ a much larger number of new male graduates than new female graduates. As a result of our efforts to recognize women's high potential without sticking to our traditions and customs, we employed the same number (40 each) of male and female graduates last year. And this year, we employed a larger number (42) of female graduates than male graduates (40) for the first time in our company's history. Similarly, the number of female sales staff has exceeded that of male sales staff for the first time in our 128-year history. This will help us disrupt the status quo first, and then advance changes in the mindset.

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



A. Hiraki



■ **Inspiration and Impetus** In building my career over the years, I owe much to many male and female co-workers, particularly women who helped me at times of distress. We are aware that gender role stereotyping can prevent the effective utilization of human resources. In order to develop a diverse business portfolio, our company is promoting personnel diversity to drive efforts to create new value based on each individual's competency. We will deploy this diverse workforce effectively to respond to changes in the environment in pursuit of innovation.

■ **Taking actions and sending messages ourselves** In my President's Message to employees about changing the stereotyped gender-based roles, I talked about the promotion of women's participation at work. After I had a discussion with an expert on workplace diversity and the executive officer in charge of human resources, I reported in the internal newsletter what was discussed among the three of us, along with my expectations for women to play a leading role at the forefront of business.

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



N. Fukunaga



Kyoto Hotel Okura

■ **Inspiration and Impetus** We were the first in the hotel industry to participate in this initiative. The industry is facing a labor shortage due to the shrinking working-age population, and 50% of hotel guests are women. In view of this, we believe that women's empowerment is a top priority for the industry.

■ **Taking actions and sending messages ourselves** We include the promotion of women's participation at work in our critical management issues. In line with this commitment, we appointed a female outside director in 2016 for the first time in our company's history. We have formed the internal Women's Participation Promotion Team to allow her to lead an initiative to address various issues facing female employees. When I communicate with stakeholders, I make sure to emphasize the importance of women's participation and provide them with information on our efforts to promote women's participation.

Hajime Furuta (Governor of Gifu Prefecture)



H. Furuta



■ **Inspiration and Impetus** Many female employees of the prefectural government responded effectively to various risk management cases, taking advantage of their particular perspectives as women, including in disaster response, the highly pathogenic avian influenza outbreak & swine cholera amongst other cases. We need to further improve the work environment in a meticulous manner so that women can demonstrate more of their abilities.

■ **Taking actions and sending messages ourselves** The target for the rate of women in higher managerial positions in 2020 has been set at 20%, and women are actively promoted to higher managerial positions. The rate reached 16.1% in April 2018 and the number of female employees in higher managerial positions (division director/deputy director or above) has doubled in the past five years. Additionally, the target rate of women in positions at the assistant division director/section manager level, which offer the path to future promotion to higher managerial positions, has been set at 25%. The figure reached 21.6% in April 2018, demonstrating steady progress in the empowerment of women.

Tatsuro Hoshino (President and Chief Executive Officer, Hitachi Solutions, Ltd.)



Tatsuro Hoshino

HITACHI
Inspire the Next
Hitachi Solutions

■ **Inspiration and Impetus** You need to lead a fulfilling life as an individual and a family member as a precondition to demonstrate your abilities and achieve self-growth at your workplace. In particular, women go through important life events and we need to establish a flexible system to help them deal with such events and work without feeling out of place, thereby providing both men and women with workplaces where they can work with respect for each other.

■ **Disrupting the status quo** The ratio of female managers has been designated a KPI, for which efforts have been directed to making system adjustments and conducting training in awareness reform, etc. As a result of these efforts, there has been a transformation in employees' awareness of their being able to continue working even after major life events, with the number of employees who leave their jobs due to marriage or childbirth having reached nearly zero. A growing number of employees are utilizing the flexible working system and implementing work-life management.

Kazuo Maeda (CEO & President, MEC COMPANY LTD.)



K. Maeda



■ **Inspiration and Impetus** Ever since the time of our founding, our company's policy has been to actively recruit the personnel that we need. One of the items of the company's Charter of Corporate Behavior states: "MEC Group shall respect diversity and the individual personalities and characteristics of its employees and provide them with safe and ideal working environments to help them realize rich and affluent personal lives." The greatest source of a company's competitiveness is its people. It is important to develop an environment where all employees are able to participate actively in work, regardless of gender, etc.

■ **Disrupting the status quo** Under the company's motto, "Enjoy working," I act based on my belief that it is essential to create an environment where all employees can collaborate with each other in taking up the challenges of achieving goals without fear of failure, and in demonstrating their diverse abilities at the maximum through curiosity-driven sustained efforts to devise effective measures and improve them, regardless of nationality, sex/gender, age, and disability.

Yasuyuki Maeba (Mayor of Tsu City)



Y. Maeba



■ **Inspiration and Impetus** Women's empowerment should be a norm in our society. We should not be too excited about this issue, but instead work to progress steadily as part of the natural course of events.

■ **Disrupting the status quo** We are aiming to achieve high quality organizational management. In line with this goal, we have appointed female employees to positions that have previously been occupied only by male employees, by taking into account the characteristics and abilities of each female employee and her aptitude and desire. A female staff member was appointed as a manager for the first time in the city's history.

Hirofumi Makino (President, National University Corporation Okayama University)



Hirofumi Makino



■ **Inspiration and Impetus** When I was appointed president, I advocated a new vision for our university of "Going beyond, toward a fruitful academic capital," to cross the boundaries dividing faculties or graduate schools with their own different attributes and make the outcome of that unification more substantial, and to create a "vibrant academia" that can return society's favors. It is essential that we make use of the unique individual characteristics, capabilities, and perspectives of our female faculty in order to achieve this vision.

■ **Developing networking** We collaborated with Okayama Prefecture and the Okayama Association of Corporate Executives in establishing an Okayama Diversity Promotion Executive Committee. We implement various diversity promotion programs, including one for creating a favorable work environment from both household and corporate perspectives, through career education and information sharing targeting students. We are planning to hold a diversity symposium for students and companies in January in this fiscal year too.

Kazumi Matsui (Mayor of the City of Hiroshima)



松井一寛



■ **Inspiration and Impetus** In order to facilitate city administration, it is necessary to motivate and empower individual members of our diverse team to fulfill their roles. In light of this, we are pressing ahead with plans to improve training and workplace management systems, aiming to achieve a vibrant workplace where all employees, regardless of gender and other attributes, can feel fulfilled.

■ **Taking actions and sending messages ourselves** In September this year, we revised the Human Resources Development Policy in a bid to achieve a vibrant workplace where all employees, regardless of gender and other attributes, can feel fulfilled. Accordingly, the "Waku Waku Workplace Declaration" was issued to demonstrate the Mayor's commitment to taking the initiative in promoting the active participation of female staff members at work in order to inspire the entire organization to join him.

Seiichi Matsuo (President, Nagoya University)



Seiichi Matsuo



■ **Inspiration and Impetus** 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. There are many excellent female students and faculty members at our university, and indeed, I feel the power of women on a daily basis.

■ **Taking actions and sending messages ourselves** Promoting the empowerment of women has been identified as a major issue for our university. Under my initiative, a variety of activities are being conducted, including support of women (in recruitment and in advancement of their research capabilities and leadership) and support in work-life balance.

Yosuke Matsumoto (CEO, LiB, Inc.)



松本 洋介



■ **Inspiration and Impetus** For 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.

■ **Disrupting the status quo** Career consultants who are women and mothers realized productivity during shorter working hours that exceeds that of full-time work, contributing to an improvement in business performance and in productivity standards.

Shoichi Maruyama (President, MK SEIKO CO., LTD.)



Shoichi Maruyama



■ **Inspiration and Impetus** I have had quite a few opportunities to work with competent women, including a female manager I worked for in my thirties, and female managers representing client companies overseas at business meetings and in negotiations. From those experiences, I have become aware of women's superior capabilities to bring new ideas and concepts into the company, which can increase product planning and service levels.

■ **Taking actions and sending messages ourselves** In cooperation with specialized department directly reporting to the president, I have been communicating, internally and externally, the importance of women's participation at work. Specific efforts include (1) provision of information on female employees who are playing a significant role at each work site via the internal newsletter; (2) placement of a series of articles on female employees who are playing a significant role in newspaper advertisements; (3) an external female mentoring program; (4) production of commercials by women; and (5) provision of relevant information in newspapers, lecture sessions and lectures at universities.

Hisashi Maruyama (President & CEO, Hitachi Chemical Company, Ltd.)



Hisashi Maruyama



■ **Inspiration and Impetus** For a company to make innovations ceaselessly to achieve further development, it needs to have diverse human resources who have different experiences and cultural backgrounds and can interact with each other in a creative manner. To this end, diversity & inclusion should be promoted as a management strategy indispensable for the sustainable growth of the company, and empowerment of women is the first step to be taken for the survival of the company.

■ **Taking actions and sending messages ourselves** The promotion of diversity & inclusion has been designated a management strategy, communicated throughout the organization through messages delivered at the start of the year and other opportunities. At the same time, the ratio of women at managerial position has been defined as a target index in the company's medium-term management plan and has been announced publicly as well.

· Through assessment of the obstacles to the empowerment of women at roundtable discussions with employees returning to work after maternity and childcare leave, the company launched the Mindset Project designating executive officers as owners.

Taizo Mikazuki (Governor of Shiga Prefecture)



Taizo M



■Inspiration and Impetus Celebrating Diversity!!

I am determined to create a sustainable and harmonious society, where all people in Shiga, including women, men, the elderly and people with disabilities, have a place where they belong and a role of their own.

■Taking actions and sending messages ourselves The necessity of promoting the empowerment of women and the importance of building a conducive work climate are being communicated in training programs for employees in executive positions among other places.

- The governor sends signed messages to female employees taking childcare leave to express his support for child rearing and allay work-related anxieties that may crop up after returning to work.
- A message urging male employees expecting the birth of a child to take childcare leave and actively participate in childcare is also being sent at the same time.

Masayuki Mizushima (President & CEO, Hakuhodo Inc.)



Masayuki Mizushima



■Inspiration and Impetus The marketing services we provide are developed using the creativity of our diverse group of employees with unique personalities, based on our *Sei-katsu-sha* Insight philosophy. We have always managed our business in all areas without regard to gender differences—in hiring, training, allocation, evaluation, etc. Women's empowerment is important not only in social terms, but also because it has a huge impact on business management.

■Developing networking We run Hakuhodo Mama Univ., workshops for female employees on childcare leave. With the participation of more experienced "mommy employees," who have already returned to work, the workshops help to build vertical, horizontal and diagonal in-house networks of mommy employees and create "comrades" that can share concerns and information about childcare.

Zembei Mizoguchi (Governor of Shimane Prefecture)



Zembei Mizoguchi



■Inspiration and Impetus We must develop a society where women are able to make meaningful contributions alongside men at work or in their communities, and make full use of their individual characteristics and capabilities, in order to realize a vibrant Shimane Prefecture. And to achieve this, we will work even harder, together with affiliated organizations and municipal governments, to develop an environment that enables women to participate actively in society.

■Disrupting the status quo We have been working on the "Creation of a work environment where employees can enjoy working comfortably" since 2017. The objective of this project is to create workplaces where each one of our staff members is encouraged to work to the best of their abilities and their willingness is appreciated and thus they feel fulfilled; and where the work environment and the approach to work can be improved. To further promote this project, we organized training sessions as opportunities to raise time management awareness and learn about work-life balance.

Satoshi Mitazono (Governor of Kagoshima Prefecture)



Satoshi Mitazono



■Inspiration and Impetus In order to accelerate women's empowerment, the commitment of organizational leaders is essential. In July 2018, aiming to create a society in which women can fulfill their potential, I, as mayor of Kagoshima City, in partnership with representatives from the five industry groups comprising the prefectural women's advancement promotion council, formed the Kagoshima Working Women's Champions Club, and formulated and announced an action statement to declare the commitment of the club.

■Developing networking The "Don Don Cheering Squad for Kagoshima Women" developed and announced the declaration for actions, including a commitment to take the initiative in communicating relevant information, promoting efforts to support and visualize women's participation, and supporting the expansion of efforts throughout the prefecture. The cheering squad will communicate the importance of women's participation to all the members and provide information on good examples via its website and by other means.

Osamu Minakawa (Mayor of Tsuruoka City)



Osamu Minakawa



■ **Inspiration and Impetus** In leading the management of the government, I aim to shape Tsuruoka City into an attractive community particularly chosen by young families, with a focus on dialogue with citizens and utilizing the abundant natural, historical and cultural assets developed by our ancient castle town situated at the foot of the Three Mountains of Dewa. In order to address emerging depopulation challenges, it is important to build an environment that enables all willing citizens to work irrespective of gender and age. I believe that women's empowerment will be the key to achieving this aim, as I have been impressed by female workers energizing the workplace and inspiring colleagues in many areas by demonstrating their skills and abilities.

■ **Developing networking** I signed the Declaration on Action jointly with the mayors of Nanyo City and Yamagata City, who are members of the Prefectural Conference of Young Mayors. We presented the current situation and specific efforts at a joint press conference.

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



M. Minegishi



■ **Inspiration and Impetus** As a result of supporting women in maintaining their work-life balance and displaying their abilities while also promoting work style innovation, we can now employ and utilize a greater number of talented human resources, including women who were forced to give up working due to childcare or other reasons despite their high professional skills and global experiences. We will continue to implement measures to empower women as part of our competitive strategy, thereby meeting the challenge of creating new value.

■ **Taking actions and sending messages ourselves** Promoting diversity, namely, the development of an environment that makes effective use of a wide range of individuals, including women, is an essential element in gaining a competitive edge. This has been declared both within the organization and elsewhere as the top management message in the integrated company report. At the same time, its importance is communicated personally to employees through active participation in training programs for prospective female appointees and on Family Day, etc.

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



Yoichi Miyamoto



■ **Inspiration and Impetus** It is now necessary for us to employ excellent human resources regardless of gender and to diversify them. We are therefore proactively implementing measures for the empowerment of women. Indeed, providing women with places where they can work comfortably leads to the creation of an environment where all employees can work comfortably. I also strongly feel that the communication power of the women has resulted in a positive impact on the organization.

■ **Developing networking** Every year since 2013, we hold events for the purpose of female networking, and 300 women participate from each branch including overseas. This forum has triggered more active office-based efforts, resulting in greater opportunities for female employees' advancement, including employment as full-time employees and appointment to a wider variety of positions.

Tsugumasa Muraoka (Governor of Yamaguchi Prefecture)



Tsugumasa Muraoka



■ **Inspiration and Impetus** It is necessary to develop an environment that supports the diverse ways of working for women. We must make it easier for women who wish to stay in the workplace to continue, and are not forced to make a decision between working and raising children. Based on the idea 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.

■ **Taking actions and sending messages ourselves** The Yamaguchi Prefecture Action Plan for Promoting Empowerment of Female Employees was adopted to promote support in both family life and work, as well as support in women's empowerment that enables sufficient utilization of their job suitability and competencies.

Daisuke Murakami (Mayor of Ureshino City)



Daisuke Murakami



■ **Inspiration and Impetus** In my previous job, when I was working as a reporter for a local newspaper, I planned and reported a series of articles introducing women who were making their mark in the field of agriculture. I saw how women make use of their flexible ways of thinking, or work with determination while receiving the support of their family. That experience convinced me that women's empowerment will bring vitality to all different industries and communities, and will help generate the power to pave the way forward.

■ **Taking actions and sending messages ourselves** On the occasions of lectures and the like, I disseminate information about the effectiveness of reading picture books aloud as a method of increasing the presence of fathers, who tend to spend a shorter time with their children than mothers do.

• As a program aimed at supporting women working in the agricultural field, we are planning to hold a women farmers summit in January 2019, in cooperation with Saga Prefecture.

Yoshiyuki Murata (President and Chief, TAISEI CORPORATION)



Yoshiyuki Murata



■ **Inspiration and Impetus** We consider women's empowerment as a key to the company's sustainable growth. In light of this, we are promoting the diversity and inclusion policy to enable the dynamic engagement of every individual employee, conducting various measures, such as for supporting Ikubosu managers with parenting duties, achieving a 100 percent use of parenting leave by male employees, and supporting willing employees' return to work.

■ **Disrupting the status quo** We have been adopting measures to reduce long working hours, which inhibit opportunities for women to play important roles. We also encourage male employees, who account for the majority of our employees, to share child rearing responsibilities. Since 2016, we have placed a particular emphasis on work style reform. Specific efforts include the achievement of almost 100% usage rate of childcare leave and the introduction of partially paid childcare leave. The usage rate of childcare leave increased from around 2% to 94%, leading to an increase in employee satisfaction.

Masayoshi Mochizuki (President, HONEST CO., LTD)



Masayoshi Mochizuki



■ **Inspiration and Impetus** We wish to be an organization comprised of a group of people who are able to show mutual respect to one another, regardless of gender.

It does not make sense for human beings to differentiate job positions depending on gender. Men are good at some things and not so good at other things, and it is likewise with women. We need to begin by making use of what men and women are each good at, and develop a relationship where both sides are able to mutually respect the abilities of one another.

■ **Taking actions and sending messages ourselves** We discuss what work styles match women's lifestyles and what becomes an obstacle to such work styles, and seek solutions to the problems. When identifying problems, we consider how to solve the problems. Once finding solutions, we institutionalize the solutions. We follow this reasonable, natural process repeatedly.

Toshiya Mori (Chairman, KPMG in Japan)



T. Mori



■ **Inspiration and Impetus** Our clients, faced with global competition, must deal with extremely complex issues on a daily basis. And in order to contribute toward further enhancing the corporate value of our customers, it is essential for us to have organizational abilities to bring together as a team a diverse and distinctive group of individuals. I feel great joy when we are able to use the comprehensive strength of the diversity of our people to provide services that meet our customers' expectations.

■ **Disrupting the status quo** We operate a system whereby each department is encouraged to share awareness of department-level challenges to be solved to foster a larger number of female managerial staff members, and the general manager of each department her/himself sponsors female managers in the department. More specifically, the general manager responds to each female manager's request for advice on opportunities for training and tasks, while discussing future capability development plans, and assignments and participation in training that would help the female manager increase her strengths and overcome her weaknesses.

Hiroyuki Mori (Mayor of Kagoshima City)



Hiroyuki Mori



■ **Inspiration and Impetus** Until recently, women have in general primarily played important roles in the household and community activities, but their roles can also be expanded into the business sector to invigorate the entire society.

We are endeavouring to promote women's active participation in the workforce, aiming to create a society where everyone can enjoy actively working and demonstrate their full potential.

■ **Developing networking** I joined the Ikuboss Declaration to demonstrate my commitment to improving the work environment to ensure a better work-life balance. I also established the Kagoshima City Ikuboss Promotion Union and invite companies and groups that support the objective of the declaration. It is my hope that these efforts will help enhance the motivation of the entire city of Kagoshima.

Kensaku Morita (Governor of Chiba Prefecture)



Kensaku Morita

CHIBA

■ **Inspiration and Impetus** As we face the issue of depopulation, we need to advance efforts to create a society that makes it possible for a diverse range of people, including women and senior citizens, to work actively in accordance with their wishes, in order to achieve the sustainable growth and revitalization of the economy of Chiba Prefecture. The women of Chiba possess extremely high potential, and the public and private sectors in this prefecture will work together as one to develop an environment that enables women to fully express their individuality and engage their full capabilities.

■ **Taking actions and sending messages ourselves** "The advancement of women's empowerment" was newly positioned as an important initiative under Chiba Prefecture's comprehensive plan that was developed in October 2017. Under this plan, we set out the following measures: developing an environment where women are able to express their individuality and engage their capabilities; creating businesses and promoting work that make use of women's capabilities; and changing the way we think about and disseminating information on women's empowerment, etc.

Hirotake Yajima (President & CEO, Hakuholdo DY Media Partners Inc.)



Hirotake Yajima



■ **Inspiration and Impetus** At Hakuholdo DY Media Partners, our executives and employees are expected to enhance and demonstrate their imagination and creativity. Based on our corporate vision of being "The force behind media design," we practice business management that doesn't differentiate among our employees based on gender. We respect the individuality and career path of each individual so that everyone can shine as principal actors in the company, while also making ample use of the perspectives of our female employees.

■ **Developing networking** We run Hakuholdo Mama Univ., workshops for female employees on childcare leave. With the participation of more experienced "mommy employees," who have already returned to work, the workshops help to build vertical, horizontal and diagonal in-house networks of mommy employees and create "comrades" that can share concerns and information about childcare.

Hiroshi Yamauchi (Director, Vice Chairman, Aflac Japan)



Hiroshi Yamauchi



■ **Inspiration and Impetus** Comprising nearly 50% of our entire workforce, women make an essential contribution to our sustainable growth. When I headed a section staffed 90% by women, I was very impressed by the vibrant workplace and their powerful performance. I believe that women's empowerment can produce an attractive and inspiring workplace that can create new value.

■ **Taking actions and sending messages ourselves** Promotion of diversity is one of our most important management strategies, so we are developing and implementing programs to promote women's participation. We have held town hall meetings throughout Japan where I have spoken with thousands of employees to convey my commitment to women's proactive participation at work. When I have an opportunity to deliver a lecture outside of the company, I also convey my views on diversity to the general public.

Hiroshi Yamakawa (President, Japan Aerospace Exploration Agency (JAXA))



Hiroshi Yamakawa



■ **Inspiration and Impetus** As a National Research and Development Agency, JAXA is committed to create new value for society. To fulfill this commitment and to continuously take on challenges, we need to improve our work style and diversify human resources, such as encouraging female participation. We are reforming our work-style, in order to create an ideal workplace for aerospace and aviation, so that each and every one of us can work happily and thus increase productivity.

■ **Taking actions and sending messages ourselves** Our organization-wide vision on our human resources development is defined in our 4th Strategic Human Resource Plan, available on the web. "Creating an ideal workplace for aerospace and aviation field," is set as one of five targets. Aiming to realize a workplace that all employee fully exercises their capabilities, we are sharing the importance of reforming our work style, and to achieve work-life balance.

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



Y. Yamashita



■ **Inspiration and Impetus** Ricoh is reforming our ways of working, and seeking to transform our society into one that allows individuals to choose their own unique ways of working without being restricted by time or place. We seek to implement flexible ways of working that match the needs of each individual in order to see more women being able to fulfill their inherent potential and work with greater vitality. We wish to see these women shine even brighter and lead changes across our entire society. I will spare no effort in giving support to achieve these goals.

■ **Taking actions and sending messages ourselves** We use the percentage of female managerial staff members as a KPI, and share the current KPI value with all employees at the basic management policy briefing every year. On that occasion, I express my own hope for and views on promotion of women's active participation, saying that the purpose of our use of the KPI is not increasing the KPI value itself but creating an environment where everyone can work actively through work style reform, and that I hope that employees will demonstrate their abilities to the maximum.

Osamu Yamada (Mayor of TOKAI-mura)



Osamu Yamada



■ **Inspiration and Impetus** For administrative management, the viewpoints of consumers are very important, and the sensibility of women in this regard is indeed essential. Female employees of the municipal government take actions very smartly and respond without feeling unnecessary constraint, which I greatly appreciate. The municipal government will have to meet more diversified needs going toward the future, and I would like to provide women with more opportunities to demonstrate their abilities for the city.

■ **Taking actions and sending messages ourselves** In the course of exchanging opinions with representatives of the trade and commerce industry, financial institutions, educational institutions, etc., a council for promoting the empowerment of women was organized to examine our locality's current activities pertaining to the greater participation of women and the direction to be taken in the future. Through active promotion of activities on the empowerment of women, the local government plans to continue urging as many stakeholders as is possible to work in this direction.

Yoshihito Yamada (President and CEO, OMRON Corporation)



Y. Yamada



■ **Inspiration and Impetus** At OMRON we believe solving social issues through business is achievable on the basis of our Principles, and that we can generate innovation when diverse teams come together as one to take on new challenges. We will continue to actively promote diversity at OMRON, so that society will continue to count on us and have high expectations.

■ **Taking actions and sending messages ourselves** I strongly believe that "diversity is our power," and I directly share this message with our employees, and directly to each participant of our woman leadership programs. Through our development program, run annually since FY13, I positively support enhancing their will and skills, building strong networks, maintaining their motivation to pursue leadership roles, and achieving their individual leadership goals.

Hidehiko Yuzaki (Governor of Hiroshima Prefecture)



Hidehiko Yuzaki



■ **Inspiration and Impetus** Hiroshima Prefecture is striving to implement initiatives to enable each and every citizen living in Hiroshima to enjoy a lifestyle that gratifies their various desires and that gives them a sense of fulfillment in both their work and personal lives. And in order for us to be able to respond to diversifying needs, we must have women participate actively in the workplace, because we need to make use of the diverse ideas that are born of women's perspectives. As such, Hiroshima is taking the lead to promote women's empowerment, and hopes to encourage companies in our prefecture to do the same.

■ **Taking actions and sending messages ourselves** I was the first among prefectural governors to make the "Ikuboss" declaration. I also invited corporate executives in Hiroshima Prefecture to join our efforts, and established an Ikuboss Alliance Hiroshima (which has a membership of 146 as of October 2018).

- First among prefectural governors to take childcare leave
- Efforts to create a comfortable workplace environment (sending emails of congratulations to male employees whose wives have recently given birth; inviting employees' children to visit their parents' workplace and exchange visiting cards with their parents' colleagues; promoting the "Ikuboss" initiative in the governmental office; etc.)

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



Kunio Yokoyama



■ **Inspiration and Impetus** Business management is about handling diversity. The social environment today is changing at a dizzying pace, and the needs of our customers are diversifying. Under these circumstances, we believe in the importance of managing our business by listening to the different opinions of various people, regardless of their age, gender, or organization, in order for us to be able to provide cutting-edge services that anticipate future needs.

■ **Developing networking** In Miyazaki Prefecture, where networking is being vigorously promoted, we concluded a comprehensive partnership agreement with local financial institutions for various matters, including the promotion of active participation by women. Based on the agreement, both parties have sent female employees to attend women's training sessions held by the other party, and have sent instructors to teach at such training sessions. To extend such efforts throughout the entire prefecture and to local companies, we sponsor cross-industrial exchange meetings for women. We promote community-based networking, aiming to develop local human resources through cooperative activities.

Tomoyuki Yokoyama (President, MASTERS AROMA SCHOOL)



Tomoyuki Yokoyama



■ **Inspiration and Impetus** From the perspective of achieving gender equality, faithful leadership provided with a gentle and humble attitude by male servant-leaders will give added power to the active participation of women. In a society with increasingly diverse values, what is needed in various areas throughout industry is the creation of diversity role models related to women's empowerment.

■ **Disrupting the status quo** We make efforts to disrupt the status quo using technology. We have contributed to creating the role model of shining local women who, rather than being independent female entrepreneurs, "live in a more feminine way, supporting their husbands and children."

Koichiro Yoshizumi (President & CEO, Representative Executive Officer, Manulife Life Insurance Company)

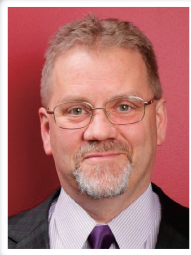


Koichiro Yoshizumi



■ **Inspiration and Impetus** In order to effectively respond to constantly changing customer needs, customer-oriented viewpoints and flexible thinking skills are important. I believe that dynamic activities are driven by enthusiastic and energetic leaders, irrespective of gender, exercising such capabilities. We are working to build a corporate culture that encourages diverse personnel to fulfill their potential while working as a team, aiming to offer quality customer services.

■ **Taking actions and sending messages ourselves** We have been communicating the importance to employees using internal communication tools, at kick-off meetings, and through other means.



■ **Inspiration and Impetus** When we were discussing post-disaster operation plans, a group of female employees voluntarily presented their opinions from their distinctive point of view, and based on their proposals, female employees visited earthquake victims at home together with mostly male insurance claim adjusters. They performed effectively to help the victims understand the company's policy and intentions.

Also, a team of women was formed to manage operations so that working mothers could leave the office on time. Their efforts have proved successful in improving operational and teamwork efficiency. Their practice has been shared with other teams.

■ **Disrupting the status quo** We have implemented a new training program designed for middle-level managers to change their awareness, with the aim of encouraging more open conversations on important life issues at workplaces.

There is a parental leave program for male employees to encourage more men to participate in child rearing and to give them an opportunity to share their child rearing experiences. I have posted my own experience of adopting a daughter and taking parental leave for her on the internal blog.

Related website

The listed supporters of the “Declaration on Action by a Group of Male Leaders Who Will Create a Society in Which Women Shine” and their activities are available on the official website.

http://www.gender.go.jp/english_contents/mge/declaration/index.htm



