

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



December 2016

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

# Introduction

In June 2014, male leaders who have already been involved in promoting an active participation of women announced the “Declaration on Action by A Group of Male Leaders Who Will Create a Society in which Women Shine”. It has been about two and a half years since the announcement, and the number of supporters of the Declaration on Action has exceeded 130.

In this report, we will introduce the special, unique challenges taken by these supporters, who are working to empower women and to make them display their abilities.

## What is the “Declaration on Action by A Group of Male Leaders Who Will Create a Society in which Women Shine” ?

The commitment by top management is crucial to promote more active participation of women in the workplace.

Under the Declaration on Action, male leaders share a vision to take initiatives to empower women.

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

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

#### Taking actions and sending messages ourselves

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

#### Disrupting the status quo

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

#### Developing networking

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

【June 27<sup>th</sup>, 2014】

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

Here, we compiled the special, unique challenges taken by male leaders for empowering women.  
130 best practices are worth reading!!

## ● Sample

Name	
Photo	<div>Challenge</div> <p>Male leaders introduce their organization's unique initiatives</p> <div>Signature</div>



**Hiroshi Aoi** President and Representative Director, MARUI GROUP CO., LTD.

### Challenge

*Hiroshi Aoi*

**Diversity Promotion Project & Committee** • We adopted the promotion of diversity as one of our management strategies in our medium-term management plan, whose starting point was 2014, and distributed the Diversity Book to all employees to demonstrate the President's commitment to diversity. • The project members, who volunteered to participate in the project from around the company, lead the initiative of innovating on employees' awareness and the corporate ethos concerning diversity. The committee comprising managerial staff members supports the project. Beginning with the effort to deepen employees' understanding of the necessity of women's empowerment, the Diversity Promotion Month was planned to devote the entire group's intensive effort to the promotion of diversity in the forms of forums for managerial staff members, lectures by an outside director, etc., resulting in much increased understanding of and interest in diversity.



**Yoshihisa Aono** President and CEO, Cybozu, Inc.

### Challenge

*Yoshihisa Aono*

**Toward 100 varieties of personnel systems for 100 employees** We strive to design the personnel system aiming to enable every employee to work in the way and with the reward that he/she wishes, regardless of gender, based on the understanding of each employee's individuality. We pursue every employee's well-being through the personnel system that places a higher priority on individuality than on impartiality.



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

### Challenge

*Yosuke Akiyoshi*

**Work Styles Provided by Lancers (Telecommuting System)** At our company, the department in charge of customer communications is promoting remote work and provides people—including those living outside Japan—with a system that allows them to work from various places (such as their homes). We support people who want to work although they cannot easily go out because they have to take care of their families, such as children and the elderly, at home.



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

### Challenge

*Takeo Asada*

**Personnel system reform** The personnel system was reformed in April 2015, unifying the three job groups into one. Employees who entered the company in the non-career group, but who are motivated and looking to achieve personal growth, can now move up the career path without having to change their job group. Revisions have also been made to the self-reporting system so that it now clearly describes the individual's career development plan and life plan, and opportunities for having interviews have also been increased, to better draw out the requests of the individual.



## Shuichi Abe Governor of Nagano Prefecture

### Challenge

*Shuichi Abe*

**Popularization of “Iku Boss Attaka Boss”** The 394 management level personnel in the prefectural government, including the governor, are working together with various groups and organizations that have made the “Iku Boss Attaka Boss Declaration” in giving support to those working under them to achieve a balance between work and other life responsibilities such as childcare and nursing care. The prefectural government and its partnering organizations are calling out to cities, towns, companies, and other organizations within the prefecture to implement initiatives that promote work-life balance and allow a diversity of work styles at their workplaces based on the “Iku Boss Attaka Boss Declaration,” and is promoting the development of an environment that makes it easier to achieve the active participation of women.



## Tomoyuki Anzai President, MASTERS AROMA SCHOOL

### Challenge

*Tomoyuki Anzai*

**“47 Project” A society that brings aromatherapy to all, made possible with multi-purpose aroma oils** Multi-purpose aroma oils, which can be used as a fragrance, for application on the skin, and for ingestion, have become popular mainly among women. The use of these multi-purpose aroma oils can be taught both in theory and in practice, and we have been increasing the number of female instructors who are able to teach actively, while upholding a balance with their household chores and child raising, by bringing technology to good use. We have implemented a nationwide project to develop at least three instructors for each prefecture. We aim to achieve 85% of our goal (120 persons) by the year 2020.



## Kamon Iizumi Governor of Tokushima Prefecture

### Challenge

*K. Iizumi*

**Promoting a new model of work in efforts to create a society that has the dynamic engagement of all citizens** Executive officials issued the Iku Boss Declaration, and are making efforts to create a culture that practices a new way of working. Executives pay close attention to the balance between work and well-being of their subordinates, while also practicing work-life balance themselves. Remote work is making it possible for employees to work from home, and prefectural satellite offices have also been established at each of the government offices. With these initiatives, employees are able to create documents during their business trip, write up reports after a meeting, and complete work using tablet devices. These activities, made possible by the full utilization of ICT, are helping to reduce the time spent on traveling and commuting.



## Norito Ikeda President and Representative Executive Officer, Japan Post Bank Co., Ltd.

### Challenge

*Norito Ikeda*

① **Initial establishment of a specialist section (Diversity and Inclusion Department)** ② **Appointment of an executive officer** ③ **Set up of the Diversity Committee** In July 2016, we established the Diversity and Inclusion Department and appointed an executive officer in charge of diversity promotion. The executive officer supervises the women's contribution promotion projects that we have implemented in 13 unit areas throughout the country in the past few years. To pursue further initiatives, we set up the diversity committee, with the president as the chairperson, and 25 representative employees selected from our nationwide organization. The committee has officially started its activities to resolve systematical and operational challenges.



## Ryuichi Isaka President & Representative Director, Seven & i Holdings Co., Ltd

### Challenge

*Ryuichi Isaka*

**Implementing Regular Liaison Meetings for Promoting Diversity** Seven and i Group has operating companies with various categories (such as Seven-Eleven Japan), and it regularly holds “Liaison Meetings for Promoting Diversity” in which persons in charge for the diversity promotion are gathered together from 12 group companies. While sharing the entire group policies, the meetings help to provide speedy cross-sectional developments of schemes for a project proposed by Seven & i Holdings and to share progress conditions of the schemes and issues of each group company that all of which contribute to a better approach to the expansion of the group companies.



## Masami Ishii President, CEO, Representative Executive Officer, JAPAN POST INSURANCE Co., Ltd.

### Challenge

*M. Ishii*

**Striving to change work styles throughout the entire company** In order to place importance on the personal growth of the employees and their level of satisfaction with their job, we are making efforts to realize a workplace where employees with limitation of working time can still participate. These efforts include reducing overtime work, and initiatives to realize a workplace where female employees and others are able to participate actively (implementation of morning-type work hours, strict adherence of lights-out hours, no overtime work day, promoting the taking of consecutive vacation days, offering of various seminars on women's participation and advancement, etc.).



## Yasuharu Ishikawa President and CEO, STRIPE INTERNATIONAL INC.

### Challenge

*Yasuharu Ishikawa*

**Reducing Overtime Work by Using Music and Turning off Lights on the Floors** In the company, music is played five minutes before closing time every day to alert employees (to make preparations) to finish their work for the day. Also, all the lights are turned off on the floors 15 minutes after the closing time. In principle, all members, including the president, directors and managers, must leave the company by 6:15 p.m. (except during the busy season and excluding members who have applied for overtime in advance as necessary for their jobs).



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

### Challenge

*Tateaki Ishida*

**Activities for promoting women's greater contribution by role models** We have assigned a number of female employees who work in various career categories, including managerial staffs, working mothers, sales persons, and planners, as role models, in order to have their personalities widely known both inside and outside the company. We strive to have what they are known by many people through having panel discussions with role models and disseminating media articles about them, to enhance female employees' self-confidence and to arouse their sympathy.



## Kunihiro Ishibashi Country Manager, Bloomberg L.P.

### Challenge

*Kunihiro Ishibashi*

**Bloomberg Women's Community and Support Given by Managers to the Community** The Tokyo Women's Community is holding workshops and events with a view to bettering the working environment for the company's female employees, enhancing both internal and external networks for them, and helping them improve leadership skills. Employees participating in the Community serve as its representatives and project leaders by turns to have equal opportunities. Also, members of the Community are provided with chances to participate in projects in fields in which they are interested. Managers of the company understand well the importance of the Community and are proactively supporting employees in participating in the activities with high motivation and on a continual basis.



## Naoki Izumiya President and Chief Executive Officer, Asahi Group Holdings, LTD

### Challenge

*Naoki Izumiya*

**Training to empower female employees** The company is holding career development seminars for young female employees that allow them to have exchanges with senior female employees and think about their own careers. We also provide female leadership training seminars to help female leaders of Group companies in Japan make further progress and business leadership seminars to provide female employees who are immediate candidates for leaders with opportunities to learn about leadership by having exchanges with female employees of companies in other industries.



## Yoshinori Isozaki President & CEO, Kirin Holdings Company, Limited

### Challenge

*Yoshinori Isozaki*

**Moving up women's career experiences** To prevent young female employees from simultaneously experiencing work-related stress, career changes, and childbirth and childcare, we have adopted the concept of moving up women's career experiences, that is, enabling them to have growth-stimulating experiences and find their own fields of expertise at an earlier phase. Based on this policy, we hold career forums where female employees in their third year and their managers receive necessary information and discuss careers, distribute guidelines on career interviews with female employees to their managers, and offer Kirin Women's Collage, a capability building program for female leaders.



## Shuji Ito President and COO, Calbee, Inc.

### Challenge

*Shuji Ito*

**AGN (Anego network)** Since 2011, we have held study meetings and get-togethers to provide opportunities for female managerial employees to strengthen networks among them and learn together. We aim to broaden networks among female managerial employees through listening to experiences of management executives, learning management skills from them, and sharing emotional turmoil of the kind particular to female managerial employees, and awareness, with each other. In May 2016, we held a study meeting (lecture) and get-together titled "Expectation for female managerial employees" by inviting a female outside auditor as a lecturer.



## Shinichiro Ito Chairman of the Board, ANAHOLDINGS

### Challenge

*Shinichiro Ito*

**ANA Group Female Managerial Staff Network (ANA-WINDS)** To foster next-generation management executives, we established ANA-WINDS (ANA-Women's Innovative Network for Diversity), a network of ANA Group's female managerial staff, to accelerate the reform of women's mindsets, and encourage their activities. The network invites outside guests to give keynote speeches, hold workshops for developing future visions and panel discussions with ANA's four female executives, and shares information among group members using SNSs, aiming to strengthen networks.



## Yasunori Ito Mayor of Seto City (Aichi Prefecture)

### Challenge

*Yasunori Ito*

**Deploying fixed-term substitutes for employees during childcare leave** To encourage employees who want to take childcare leave to do so and to reduce the burden on supporting staff members, we deploy fixed-term (full-time) substitutes (for up to five years) for employees during childcare leave.



## Ryuta Ibaragi Governor of Okayama Prefecture

### Challenge

*Ryuta Ibaragi*

**Program to provide incentives to companies that enable women to work actively** In order to encourage companies and organizations to promote the participation of women in the workplace, this program gives an incentive payment to them who started implementing new initiatives during this fiscal year an incentive payment. And for companies who have the motivation to implement initiatives, consultants who support women's participation and (advisers) will go to the company and offer consultations individually, such as providing good practices of initiatives implemented at other companies, as well as introducing the merits of promoting the active participation of women.



## Shoichiro Iwata President & CEO, ASKUL Corporation

### Challenge

*Shoichiro Iwata*

**Giving support in achieving a balance between work and life** As an initiative to support the achievement of a good work-life balance, the company made it possible to take childcare leave until the child is fully two years old, to shorten work hours for childcare until April 20 of the year when the child reaches fourth grade, and to take days off in order to care of the child in times of sickness until the child graduates from elementary school. Nursing care leave can be taken for up to 1 year, days off for nursing care can be taken as needed, and at-home work is allowed up to 4 days a month for both childcare and nursing care. Also, a work system was implemented that increases the choice of work hours and enabling effective means of working, such as implementing a flextime system, offering shift work hours, enabling the taking of paid leave in half-day and hourly increments, etc.



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

### Challenge

*Uotani*

**Efforts to increase female successors** In our company's framework for developing successors, we set a rule that, when an executive officer or department head selects possible successors for themselves, one-third of the candidates must be women. By this, women are always given an opportunity to participate in leadership development programs for selected persons, and to be promoted to key global positions. These efforts are leading to the development of female leaders over the medium to long term.



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

### Challenge

*S. Enomoto*

**Team M project** "Team M" is a cross-functional team composed of female employees who have children. The company is designing and creating spaces by proactively incorporating the opinions of the team members, who have visited a range of spaces with their children and are familiar with motherhood. The team helps the company differentiate itself from competitors. Team M is also contributing to creating workplaces where employees who have returned from maternity and childcare leave can work with vigor, and is showing a good example of how to make job and household work compatible.



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

### Challenge

*Takashi Okuma*

**Engaging in the creation of a social infrastructure for a gender-equal society, as a profitable business** We strive to create a social infrastructure that is indispensable for a gender-equal society, in our business activities. Even if corporate systems for gender equality are well established, the lack of social infrastructure for supporting childcare, nursing, long-term care, etc., prevents women from demonstrating their capabilities without worry.



## Hiroshi Ohnishi President & CEO, Isetan Mitsukoshi Holdings Ltd.

### Challenge

*H. Ohnishi*

**Face-to-Face Interviews with 1,000 Employees for Their Career Development** The personnel department supports highly motivated human resources in developing their careers independently. More than 1,000 employees are interviewed directly by the department about their challenges and concerns, and are supported in creating and implementing their future career plans. These interviews help employees increase their career awareness and encourage them to take on the challenge of becoming regular employees or managers.



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

### Challenge

*Hideaki Omiya*

**Strengthening our talent pipeline and ensuring that female employees are not forced to halt their careers** We aim to strengthen and improve our talent pipeline in order to appoint more women to managerial positions. To this end, we established a target to ensure that at least 10% of new technical employees are women (the figure had previously been around 5-6%), and have been working with female engineers to create promotional materials and offer plant tours for female students. In April 2016, female technical employees accounted for 15% of all the new technical employees, surpassing our initial target. At the same time we have also adopted a teleworking system so that female employees do not have to halt their careers or leave their jobs in order to carry out childcare or look after elderly relatives. The measures also encourage more women return to work sooner, and aim to improve general productivity.



## Hideaki Ohmura Governor of Aichi Prefecture

### Challenge

*Hideaki Ohmura*

**Aichi Women Workforce Empowerment Project** In September 2013, the Aichi Prefectural Government established the Aichi Women Workforce Empowerment Project team, a cross-sectional organization led by the Vice-Governor, to bring about an Aichi where women can continue working. The Prefectural Government as a whole will continue to implement programs which address seven different issues required to help women retain employment and succeed at their workplaces.



## Hisao Oomori President and Chief Executive Officer, Hakuodo DY Media Partners Inc.

Challenge

Hisao Oomori

**HAKUHODO MAMA UNIV.** Hakuodo DY Media Partners and Hakuodo jointly offer this workshops for female employees currently on childcare leave, with the goal of invigorating in-house networks between employees who are moms. With experienced mommy employees who have already returned to work after taking childcare leave also participating, the workshop contributes to building vertical, horizontal and diagonal relationships between our employees. The program-which takes women on a journey from being comrades sharing concerns and information about childrearing to becoming comrades on the job on after they return to work-is at the forefront of our efforts to promote women's participation in the company.



## Masao Omori Mayor of Okayama City (Okayama Prefecture)

Challenge

Masao Omori

**Symposiums & round-table talks for promoting women's contribution** To intensively promote the creation of communities where women can play active roles, we hold symposiums to discuss the importance of women's contribution in companies in terms of the advantages it brings to corporate management, through good practices of women contributing to business in their companies. For the same purpose, we also hold round-table talks in order for female workers at companies in Okayama City to share the realities of their lives, including their views on work, their efforts to effectively balance work and family life, and their worries about such balancing efforts. These initiatives are aimed at creating a trend among local residents and companies toward hope for women's empowerment.



## Masaaki Oka President, Yamaguchi University

Challenge

Masaaki Oka

**Fertility Treatment Leave Newly Implemented** A new leave system for fertility treatments was established on 1 August, 2016. This new leave system was designed to meet the needs of employees struggling to continue work in face of the difficult issue of simultaneously pursuing their career and fertility treatments. This system is one of many steps that the university is taking to allow our staff to maintain a healthy work-life balance, and to create an environment that makes it easier for both men and women to work.



## Naoki Okumura President, Japan Aerospace Exploration Agency

Challenge

Naoki Okumura

**Developing role models, and fostering promising new-generation female human resources** JAXA has been the home of female astronauts, engineers and researchers, and the overall number of female employees is also increasing. Among our initiatives, we put emphasis on sharing our experiences during our public open day at field centers such as Tsukuba, Chofu and Sagami-hara. We have round-table talks consisting of both male and female staff members, "iku-bosses" i.e. bosses who are considerate of work-life balance of their staffs. By showing how we are trying to achieve work-life balance in the aerospace field, we hope more women are encouraged to choose this field as their career.



## Masanao Ozaki Governor of Kochi Prefecture

Challenge

Masanao Ozaki

**Helping Female Employees Develop Their Careers and Balance Their Jobs and Household Work** The prefectural government holds training seminars to help female employees who entered the government five years ago and are 30 years of age or younger to deepen their understanding of life events and increase their motivation for career development. The government also provides female employees who are in their mid-thirties and slated for managerial positions with training to help them increase their motivation for career enhancement and acquire leadership knowledge and abilities. • Managers will interview all male and female employees who are expecting children and give them advice about childcare support systems and career plans.



## Yoshikazu Oshimi President, KAJIMA CORPORATION

Challenge

Yoshikazu Oshimi

**Independent action plan on the promotion of women's active roles** We aim to double the number of female engineers and managerial staff members within five years, and to triple it within 10 years from 2014. For this purpose, we will employ women for career-track positions so that they will account for 20% of all the new career-track employees, and encourage them to continue working with us. Specifically, we strive to convey to the public the message that in construction industry, women play active roles, offer career training targeting female employees and training on sustaining a good work-life balance, provide job type-based training for female employees to encourage networking.



## Daisaku Kadokawa Mayor of Kyoto City (Kyoto Prefecture)

Challenge

門川 大作

**Empowerment of Women at Their Workplaces** The city government is working to provide female employees with an environment where they pursue their careers while raising their children. Specifically, the municipality is targeting employees who can work only limited hours for reasons. We promote human resource assignments that encourage them to work with motivation and display more of their abilities, including expanding the types of jobs that they can choose and implementing promotion rules more flexibly. Furthermore, the city supports workplaces that promote women's career development. We assign human resources flexibly as necessary during busy seasons, provide female staff who are rearing their children with opportunities to discuss their work styles with their managers, and hold seminars to help female employees make their work and childcare compatible, which they can participate in with their partners.



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

Challenge

金井 豊孝

**Female manager mentor program** Since many female employees feel concerned about promotion due to their worries about balance between work and family life or lack of ability, in order to resolve these challenges, we initiated a mentoring program targeting female managers in August 2016. This program is aimed at holding training meetings and get-togethers, in order for female leaders working inside and outside the company to provide female managers with advice, and sometimes to serve as their mentors who support them to enhance their ability. The program's events will be held six times in this fiscal year.



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

Challenge

唐澤 康良

**Group-wide joint declaration of the promotion of women's active roles** We formulated a group-wide joint declaration in order to work together to promote women's active roles. ■ To achieve the Next Challenge 2017, we take the initiative in tackling new challenges without imposing limitations on ourselves, aiming to grow further. For this purpose, the Working Group for promoting women's active roles will: ① Provide the opportunity to enhance knowledge and broaden perspectives in order to encourage career development ② Take measures to support employees who aspire to continue working in order to help them to sustain a good work-life balance ③ Lead the creation of a workplace environment that encourages female employees to tackle new challenges in order to create favorable corporate ethos ■ Catchphrase: Challenge yourself! Nice try!



## Hideo Kiji President, INTER ACTION Corporation

Challenge

吉池 秀雄

**Official introduction of the family support leave scheme** In 2016, we officially introduced the family support leave scheme (a scheme to enable employees due to care or nursing of a family member, a child's school event, morning sickness, fertility treatment, etc.), which we had used on a trial basis since June 2015. Although only 16% of all our employees took this leave at first, due to the establishment of a new business location in March 2016 and increase in the number of female employees who are raising children, the figure has pulled up to 30%.



## Hiroshi Kito President, University of Shizuoka

Challenge

北藤 博

**Opening of a multi-purpose childcare support facility** Since October 2016, a multi-purpose childcare facility was opened in the university's Center for Promotion of Gender Equality, with its main activity being the provision of temporary childcare services. This facility is made available to a broad range of users, such as all faculty members including those in part-time positions, as well as students and participants of conferences and public lectures provided at this university. The facility cares for infants of 6 months up to children in sixth grade of elementary school, and is open to offer temporary childcare both on weekdays and holidays.



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

Challenge

木村 孝一郎

**HeForShe (Internal Implementation)** PwC Japan is supporting the "HeForShe" initiative implemented by the UN Women to promote gender equality around the world as an integral part of the company's efforts to foster "Diversity & Inclusion." The company is raising employees' awareness of gender equality by providing them with training to prevent them from unconsciously having biased ideas about gender as well as by holding internal events to enlighten employees about HeForShe.



## Shigeru Kimoto President, Takashimaya Co.,Ltd

### Challenge

*Shigeru Kimoto*

**Proactive Promotion of Employees Working Shorter Hours to Managerial Positions** Based on the idea of putting the right person in the right position, the company is proactively promoting employees who have children and work shorter hours to workplace manager positions, and presently six of such employees are working in managerial positions. This kind of assignment helps enhance communication because while these managers are highly motivated and make strenuous efforts, they would not be able to fulfill the managerial roles without support from other workplace members and managers. The company aims to provide employees with workplaces where all can display their abilities regardless of gender and their working time.



## Takeshi Kunibe President and CEO, Sumitomo Mitsui Banking Corporation

### Challenge

*T. Kunibe*

**Women's Leaders Program Next** We intensively foster mid level female employees as candidates for management by having them participate in Women's Leaders Program Next, a leadership training program for female employees. Participants consider what they really want to achieve, through various experiences, including face-to-face discussions with executives. After the program, we support the participants in fulfilling their visions through a mentor system, where experienced managerial employees serve as mentors to support the participants for about half a year. This program aims to encourage the participants to have high aspirations through resonating with senior leaders.



## Fumio Kuma President, SEIBU GIKEN CO.,LTD

### Challenge

*Fumio Kuma*

**Training provided not only to women, but also to male executives who supervise them** During the training sessions for women, participants identified the obstacles that they were unconsciously putting up by themselves. These obstacles were dismantled, and the participants gave thought on how they wanted to be at work. Meanwhile, at the training session for men in managerial positions, opinions were shared on women's concerns that men may not have been aware of, such as on what they need to be careful of when giving encouragement to female employees. Also, a group for fathers only, called the SG Chichioya-kai, was launched for male employees, thus nurturing a corporate culture that supports child raising and the sharing of household chores regardless of gender.



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

### Challenge

*Toshihito Kumagai*

**Discussions and proposals made by the "Diversity Promotion Department"** A virtual organization called the "Diversity Promotion Department" was established in April 2015. During the first fiscal year, 9 female employees from each of the departments within the city government office were appointed as members of this organization. As its first activity, they discussed topics such as initiatives, schemes, and the improvement of a workplace environment for promoting female employees' active roles; and offered recommendations for improvements.



## Yuji Kuroiwa Governor of Kanagawa Prefecture

### Challenge

*Yuji Kuroiwa*

**Kanagawa Women's Active Roles Support Team** This group of supporters is composed of 21 top executives of companies and universities that have deep ties with Kanagawa Prefecture. The leaders are proactively fostering the empowerment of women, setting the specific targets and implementing measures to attain them. The group has declared its support for women's empowerment movement, and individual members of the group have announced and are implementing their respective action plans. The plans include not only measures to be implemented by their companies but also the activities to be promoted to expand the social movement for women's empowerment.



## Makoto Kuwahara Chief Country Officer, President & Chief Executive Officer, Deutsche Bank Group

### Challenge

*Makoto Kuwahara*

**Collaboration with the Association for Women in Finance (AWF) and the American Chamber of Commerce in Japan** Regarding collaboration with the ACCJ, a female department manager at our company serves as an executive of ACCJ's working group 'Women in Business,' formulating strategic guidelines, organizing and managing specific activities. Regarding the promotion of women's contribution to the financial world, we actively exchange views with other members of AWF, by participating in its monthly mentoring dinner and speaker series, as well as its unofficial group training and seminars.



## Mitsuomi Koizumi President and CEO, Japan Tobacco Inc.

### Challenge

**Changing managerial employees' mindsets and behavior** We implement various initiatives to change managerial employees' mindsets and behavior so that they can encourage their subordinates who are different from them in views, experience, background, etc. to grow and build careers. Since 2013, the top management has continuously conveyed messages on diversity and the promotion of women's active roles. In 2014 to 2015, we offered management training for promoting diversity. We promote the iku-boss initiative by holding hands-on iku-boss seminars, and by creating an iku-boss website.

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## Yoshimitsu Kobayashi Chairman, Mitsubishi Chemical Holdings Corporation

### Challenge

**Leave scheme for employees who hope to accompany their spouses who transfer abroad** This leave scheme enables employees (not only for female employees) who need to accompany their spouses who transfer abroad to continue to work after returning to Japan. This scheme was pioneered by one of our subsidiaries as a measure to sustain good work-life balance, and has spread to other subsidiaries.

Y. Kobayashi



## Hiroki Komazaki Founder and President, NPO Florence

### Challenge

**Encouraging male employees to take childcare leave** We have encouraged male employees to take childcare leave, and, as a result, four male employees have taken childcare leave as of 2016. Some male employees took childcare leave while working 80 hours or less a month, as is provided for in the Act on Childcare Leave. By allowing male employees to work in such a flexible way, we reduce the burden of childcare on the employees' spouses and promote women's empowerment.

Hiroki Komazaki



## Tamotsu Saito Chairman of the Board and Chief Executive Officer, IHI Corporation

### Challenge

**Network Leader Activities** Since fiscal year 2013, about 10 female employees in managerial positions from our entire company have been appointed as Network Leaders, and networking meetings for female employees have been held at each business office, led by these Network Leaders. This activity has entered its second term in fiscal year 2015, and diverse activities, such as hosting workshops and lectures, as well as conducting surveys towards female employees, have been carried out in order to increase awareness of younger female employees and to share information amongst one another.

Tamotsu Saito



## Shinichi Sainohira President, Sanshu Seika Co.,Ltd.

### Challenge

**System of 1 person serving 3 roles** This system encourages employees to acquire a skill other than that in their main line of business, to a level where they are able to provide support when other people take days off or leave early for childcare and nursing care. It is being implemented by a cross-functional organization, the One Person Three Roles Committee, in partnership with the Gender Equality Promotion Committee.

Shinichi Sainohira



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

### Challenge

**Establishing the Workplace Revolution Development Division** We continue to manage "the Committee for promoting Business Efficiency and pushing forward Off-Work Hours" that conducted a review of the Bank's business process while taking improvement proposals from employees. To upgrade these activities, in October 2016 we established the Workplace Revolution Development Division as a special division in work style revolution, aiming to deepen and smooth communication using IT, thoroughly achieve paperless procedure in the workplace, and create a workplace that is comfortable and satisfactory to employees, able to reduce time and place constraints

ワークスタイル革命推進部



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

### Challenge



**Promoting work style innovation** We promote work style innovation, aiming to overwhelmingly boost productivity per hour worked, and maximize value added. Since FY2015, we have encouraged all our employees (approx. 26,000 employees) to telework, and executives take the initiative in using the system of teleworking. We have removed the upper limit of the times of using the teleworking system, and have allowed employees to work in places other than their home. Additionally, we have deployed PCs for use at home to short-time workers for childcare, to encourage employees' flexible work styles.



## Sachin N. Shah Chairman, President and CEO, MetLife Insurance K.K.

### Challenge

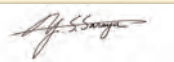


**MetLife Global Women's Leadership Development Program** MetLife provides leadership development program for selected women leaders designed to build their leadership capabilities and shape career goals that will allow them to grow confidently as leaders. In this program, participants will understand their own strengths and preferences as well as learn effective management behavior and self-branding through presentations, role-playing, and discussions. Moreover, participants will also learn the different thought process between men and women and how to tackle unconscious bias at the workplace.



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

### Challenge

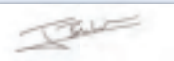


**Activities to promote women's participation and advancement** In order to do away with gender bias, which is said to be an obstacle in enabling women's participation, we are taking active measures in the four areas of competence development, awareness-building, development of a corporate culture, and supporting work-life balance. Competence development enhances the capabilities of female employees through group training programs and mentoring systems. Awareness-building and the development of a corporate culture involve activities targeted not only to women but also to those around them. Giving support to achieve work-life balance involves developing a system, finding ways for its operations, and creating a structure that actually enables achieving a work life balance.



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

### Challenge



**Working Parents Support Program for office employees** This program was initiated in 2013, and is a childcare support system that is provided towards male and female employees working in the office so that they can continue their work while raising children. Under this program, employees can use the work-at-home system in half-day or one-day increments (maximum of 12 days per year), or use the continuous work-at-home system of working up to a maximum of 2 hours of their daily designated work hours at home. Moreover, female employees who return from childcare leave can receive monetary assistance of 1.2 million yen, for the purpose of helping them balance their work and family life. Also, for a period from October 2016 to March 2019, the company has saved one opening every year for 0-year infants at the Tocho Day-care Center opened by the Tokyo Metropolitan Government.



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

### Challenge



**Fostering Open Communication across the Organization** The company is promoting flexible work styles to allow a diversity of human resources to demonstrate their abilities. Specifically, the company implements measures to (1) provide employees with time and location-free work styles; (2) urge them to go home earlier to reduce their total working hours; and (3) encourage them to express thanks to each other through more active communication.



## Yoshinori Shimazu Representative Director, Leaders Academy

### Challenge



**Bringing the power of married women to society** We believe it is important to create an environment, such as through systems and frameworks, that allow women to work in diverse ways. In our company all of the married women employees are working at home.



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

### Challenge

Hiroshi Shimizu

**Initiatives to help employees continue pursuing “active” careers** To help employees to actively build their own careers with life events, we mainly take the following five measures: 1. Holding post-childcare-leave follow-up seminars with the participation of supervisors and spouses, and adopting a communication sheet for post-maternity-leave employees 2. Providing employees with financial support for childcare or nursing care services, and helping for nursery hunting 3. Encouraging male employees to take childcare leave 4. Introducing tools for information sharing for employees during childcare leave. 5. Introducing remote work on a trial basis.



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

### Challenge

Patrik Jonsson

**We at Lilly are aiming to foster and develop female managers, and achieve an ideal work-life balance, utilizing the “Great Place To Work” rankings as metrics.** We have set numerical targets by division in order to accelerate the development of female managers, across all of the parts of the value chain including sales leadership. Although, we currently have approximately 20% of our managerial positions covered by female talents, this is not enough and we need to accelerate our efforts to create a workplace in which everyone, regardless of gender, age etc. can fully flourish. This is the right thing to do, for the country, the business as well as the people. That's why we have also created guidelines about how to use paid vacations, organize meetings, send emails, timing of conference calls with global counterparts etc. aiming to enable employees to sustain a good work-life balance. A corporate culture that encourages diverse human resources utilizing various perspectives, skills and talents foster female and male leaders and diverse work styles. This enables a strong employee engagement and great business results.



## Kiyotaka Shindo Director Chairman of the Board, Oji Holdings Corporation

### Challenge

K. Shindo

**Efforts to change the mindset of management level employees** The following training is being offered in an effort to promote an understanding of management amongst managerial staff members on having expectations, giving opportunities, and evaluating the performance of all employees equally: (1) Diversity management session given to managerial position with pre-managerial level female employees working under them; (2) Pair follow-up training towards those selected from the aforementioned (1) and from participants of the women's pre-managers empowerment session; (3) Diversity management session for general managers



## Eikei Suzuki Governor of Mie Prefecture

### Challenge

Eikei Suzuki

**Holding of the Women in Innovation Summit 2016** Following the G7 Ise-Shima Leader's Declaration, we held an international forum to discuss women's active roles in various fields. The main event was the Star Show, where 10 award finalists presented their business ideas for a new style of work for women in Mie. The Mie Model Award went to the proposal for a new form of agriculture that is a combination of agriculture, welfare and tourism. With our support, the proposed business will be actualized to further propel this movement in Mie.



## Jun Suzuki President, CEO, TEIJIN LIMITED

### Challenge

Jun Suzuki

**Including a column for women in the “Succession Plan”** Managers and above have been required to submit a form to human resources with the names of candidates with the potential to succeed their positions in 1 or 3 years time, but now, this form includes a column for writing the names of female candidates for succeeding the position in 3 years time. This exposes leaders to make a commitment toward advancing the participation of women, and is enhancing their awareness towards promoting women into taking on managerial positions.



## Satoshi Seino President and CEO, East Japan Railway Company

### Challenge

Satoshi Seino

**Promotion of diversity management** JR East Japan recognizes that its strength lies in the diverse perspectives and values that it has, brought to the company as a reflection of the diverse attributes of its employees, including their gender, as well as their experience and skills. As such, we promote diversity management with the aim of being a corporate group that allows its diverse human resources to maximize their potential. Furthermore, since many of our employees are working under irregular shift hours, achieving the active participation of women is placed as the milestone of diversity and will be strongly promoted.



## Jiro Seguchi Country Executive for Japan, Bank of America Group

### Challenge

*Jiro Seguchi*

**CLT Sponsorship Program** Commencing in early 2015, the Japan Country Leadership Team (CLT) sponsors a group of female employees with the aim of strengthening our female promotion pipeline and diversifying the next generation of local leaders. The women were nominated by CLT members as strong performers in their respective areas. The program focuses on professional development including workshops on executive presence, building resilience, communicating with impact, and helps to increase visibility through leader-hosted interactions and female leader group mentoring sessions.



## Kinya Seto President and CEO, LIXIL Group Corporation

### Challenge

*瀬戸 欣哉*

### Support for working mothers in career building during maternity and childcare leaves

To help working mothers in career building, we created “mama×up!×map,” a road map from the report of pregnancy to return to work. The map encourages female workers to take the opportunity of becoming pregnant to reconsider their own career and closely communicate with the head of their section, so that they can return to work soon after childbirth, without losing their motivation to work. Additionally, we planned and launched our original “15 days around birth” program to encourage female employees to positively consider their own career.



## Fumio Takashima Representative Director, President and Chief Executive Officer, BALS CORPORATION

### Challenge

*Fumio Takashima*

**Career design system** A job posting system that was newly established in March 2016. Under the corporate philosophy of “VALUE by DESIGN,” we implemented a system to help employees be who they want to be, so that they can develop a firm image of their career plan and get a sense of well-being, as befitting an employee who works at a company that helps customers bring more joy and enrichment into their lives.



## Kohey Takashima Chief Executive Officer and Founder, Oisix Inc.

### Challenge

*Kohey Takashima*

**"Oiversity" project** We have an ongoing voluntary project in which workers offer proposals on what the company should do to enable them to continue working without having their performance impaired by time constraints caused by changes in life stage (such as childcare, nursing care, a change in physical condition, etc.). The project's aim is to avoid establishing systems that only reflect the personnel affairs department's point of view, but instead incorporate employees' proposals that reflect their needs and help build win-win relationships between the company and employees.



## Yukio Takano Mayor of Toshima City (Tokyo Metropolis)

### Challenge

*Yukio Takano*

**Promoting a city development where women can live and work in comfort and a sense of reassurance** The city is making steady efforts to realize continuous development despite the background of continued depopulation—a city realizing sustainable development—under the slogan of becoming a city where women can live and work in comfort and with a sense of reassurance. This means that the city is striving to be a place where diverse women fulfill their potential and are able to participate actively in life, and also to be a place where everyone is able to live with a sense of comfort and reassurance. The ward is implementing comprehensive initiatives in the four themes of “work, life, nurture, and shine,” under the basic concept of placing importance on respecting the diverse lifestyles of each individual.



## Tsutomu Takahashi Chairman, KPMG Japan

### Challenge

*Tsutomu Takahashi*

**Leadership and Career Development Training Programs for Female Professionals** This initiative aims at bringing out the full potential in each individual with the intent to prepare them to proceed to the next level. The level-specific programs support the professionals to acquire the knowledge/skills to meet their challenges, enhance their abilities to become leaders and develop their careers. In addition, the participants are provided with the opportunity to hear from and talk with “role models” - the senior members of the same gender. Through the workshops, networking with their peers is also encouraged.



## Kei Takamaru President, Hospitality ONE Company Ltd.

### Challenge

**Recruiting “potential” nurses and devising flexible working patterns** We strive to create a comfortable workplace environment for women, with the aim of employing 100 “potential” (licensed though inactive) nurses. To encourage female nurses who have discontinued their work due to childbirth or childcare to return to work, we propose that they work in flexible working patterns, including flextime and short-time working, and we employ them using such flexible employment systems. According to the three pillars of the Declaration on Action by a group of male leaders who will create a society in which women shine, we also strive to adopt our original evaluation system and sustain a good work-life balance through holding discussion meetings and other events with employees.



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

### Challenge

**Initiatives to encourage women to work for a longer time** We go further than providing employees with childcare leave and shorter working hours for childcare as prescribed by law. We also allow employees to select their work styles until the child graduates from elementary school, which is past the period during which laws require employers to support working parents. We offer two choices of work styles: full time and part time. All employees are entitled to a complete set of social insurances, paid leave and bonuses, whether they work full time or part time. By increasing the choices of work styles for women, this initiative is aimed at creating an environment where women can work for a longer time and more women can be appointed to the managerial staff.

高山 泰仁



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

### Challenge

**Launch of the Diversity Sales Team** The Diversity Sales Team is made up only of female employees who have children. Under the usual practice until now, women would have taken positions in the back office after giving birth. However, this new Diversity Sales Team was created to allow women with children to work in the frontline of sales. Members conduct sales activity through staggered or shortened work hours. Members aim to become a team that is able to achieve results, even with their shortened work hours.

Hisao Taki



## Yukio Takenobe CEO, KMUnited

### Challenge

**Empowerment of Women in Craftwork** The company proactively employs women and instructs them in its technologies. We have a shorter working hour system to help female employees continue working after they get married, have children, or meet the need to take care of their families. It also responds flexibly to individual employees in consideration of their specific situations.

Yukio Takenobe



## Kazuyuki Tanaka Chairman of the Board, Director, Hitachi Chemical Co., Ltd.

### Challenge

**Diversity promotion projects owned by all executive officers** Striving for a reform of work styles, multiple projects, including managerial staff members' mindsets, women's mindsets, and the reform of work styles, are being simultaneously implemented from the perspectives of systems, awareness and the environment, under the ownership of all executive officers. We hold seminars as an initiative in changing the mindsets of both managerial staff members and female employees, and workshops by section as the opportunity to consider and put into practice a desirable work style for each employee, as well as propose potential measures to the company to change our workplace to the one where various human assets, including women, can play an active role.

Kazuyuki Tanaka



## Takashi Tanaka President, KDDI CORPORATION

### Challenge

**Female Line Manager Program** JLP aims to foster female leaders. • We aim to create a career pipeline by taking the stratified measures of appointing female employees as department directors, appointing some as group leaders, and providing young employees with capability building. • Under the program's concept of capability building focusing on individuality, we develop capability building plans for all future department managers and group leaders, to encourage capability building at each workplace. The personnel affairs department will conduct interviews with all the 250 candidates in the second term of FY2016. • To appoint female department managers, we introduced a sponsorship system by division managers.

Takashi Tanaka



## Taichiro Taniguchi Mayor of Ureshino City (Saga Prefecture)

### Challenge

*Taichiro Taniguchi*

**Meeting to gather opinions from female employees** About 10 female employees would gather in a relaxed setting, and talk about their thoughts on what improvements could be made to their work environment. The opinions expressed here are put together and utilized in making future improvements. Keeping the gathering small makes it easier for the participants to talk openly and honestly, and may also serve the purpose of helping to release their stress.



## Tooru Tanihara President, SCSK Corporation

### Challenge

*T. Tanihara*

**Promoting women's empowerment based on working style reform** In 2013 we launched "Smart Work Challenge", an initiative to encourage employees to take 20 paid vacation days a year and keep overtime within 20 hours a month through enhanced work efficiency. Through the initiative, we have substantially reduced overtime and are just shy of another goal for the full use of annual paid vacation days. The initiative is an effort to address the culture of long working hours, which until now has been a major obstacle for women wishing to advance their careers. Furthermore, with the aim of supporting female employees in making further contributions, we set a target the number of women in management positions to 100 by fiscal 2018 and have carried out a training program up to three-years for female candidates for management positions. In addition, we actively undertake campaigns to raise gender-issue awareness among both female and male employees.



## Genichi Tamatsuka Chairman and CEO, Representative Director, Lawson, Inc.

### Challenge

*G. Tamatsuka*

**Group Training for Selected Female Employees** In addition to the educational program provided by Lawson University, the company regularly gives training to selected female employees in which participants learn the business skills required to develop their careers and also have a dialogue with the management. This training has already been held six times, and most of the participants have been promoted to manager or senior manager positions.



## Tsutomu Tannowa President & CEO, Mitsui Chemicals, INC.

### Challenge

*T. Tannowa*

**Promoting women's participation in works** The company focuses on the promotion of women's participation in the manufacturing section-a core department for a chemical company. For example, we have set a numerical target for the percentage of female operator recruited at each work, and in order to further promote women's participation in the workplace, hold seminars on the social background and the related initiatives implemented by the company to line managers. A survey was conducted among the participants in the seminars to analyze awareness and corporate culture at each work. An interview was also conducted with women currently working at the works to identify any organizational problems and development challenges they face. We will reflect the results in our future policies on the promotion of women's participation in the manufacturing site.



## Kazuhiro Tsuga President, Member of the Board, Panasonic Corporation

### Challenge

*K. Tsuga*

**Enhancing the management abilities of those responsible for the organization** We provide training to develop the skills that are imperative to those who hold the responsibility to manage the organization, such as their skill in defining their roles, establishing goals, and communicating with their subordinates. We are also reflecting feedback gained from 360° Assessment and employee surveys toward our management style.



## Yoshinobu Tsutsui President, Nippon Life Insurance Company

### Challenge

*Y. Tsutsui*

**Promotion of the Human Value Improvement Project** To allow all employees to demonstrate their motivation and ability, we offer Section Manager Classes for key managerial staff members, where they are trained in supporting their subordinates' work-life balance and career path. We also encourage male employees to take childcare leave, based on the recognition that men's contribution to childcare supports women who work. Our efforts to make our stance fully understood by employees includes consistent messaging from the management. As a result, 100% of the eligible male employees have taken childcare leave in the three successive years since this initiative was launched. We will continue this initiative to establish a solid, women-empowering corporate ethos in our company.



## Hirokazu Toda President and Chief Executive Officer, Hakuhold Inc.

### Challenge

*Hirokazu Toda*

**HAKUHODO MAMA UNIV.** Hakuhold and Hakuhold DY Media Partners jointly offer this workshops for female employees currently on childcare leave, with the goal of invigorating in-house networks between employees who are moms. With experienced mommy employees who have already returned to work after taking childcare leave also participating, the workshop contributes to building vertical, horizontal and diagonal relationships between employees with different roles, seniority and experience. The program—which takes women on a journey from being comrades sharing concerns and information about childrearing to becoming comrades on the job on after they return to work—is at the forefront of our efforts to promote women's participation in the company.



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

### Challenge

*M. Nagato*

**Implementation of cross-sectional training programs for the entire group on the active participation of women** In order for the Japan Post Group to work together to enhance its competitive strength, training programs on the active participation of women are being held at the Postal College for the 4 group companies across all sections. In fiscal year 2016, a female leader training program was offered to female employees in the four group companies who wish to rise to managerial positions, where they learned how to think and act like a leader, and to generate a sense of solidarity amongst the entire group of companies.



## Hiroaki Nakanishi Chairman of the Board, Representative Executive Officer, Hitachi, Ltd.

### Challenge

*H. Nakanishi*

**It is crucial to change mindsets to promote innovation toward the future** We promote our initiatives for diversity by combining women's empowerment and the change of male employees' mindset and work styles. We believe that a workplace environment where various human assets, regardless of gender, can actively work and realize achievements requires the initiative of strong commitment of executives.



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

### Challenge

*T. Nagano*

**System to Help Female Employees Enhance Their Careers** The company provides a range of opportunities—and establishes the necessary support systems and programs—for employees to take on challenges so that they can develop their careers and broaden the fields in which they can autonomously display their abilities. These systems and programs collectively provide employees as Kirari Career-up Support so they can proactively enhance their careers. Furthermore, the company began implementing the Mother Mentor Initiative in fiscal 2016 to further support employees who work while raising their children.



## Masayasu Nakano Mayor of Ichinomiya City (Aichi Prefecture)

### Challenge

*M. Nakano*

**(1) Supporting employees to return to work after childcare leave by renting out tablets, (2) “i-Style Work”** (1) Supporting employees to return to work after childcare leave by renting out tablets: Employees who wish to go on childcare leave are given tablets on which they can see the portal site for employees. With it, they acquire information on a regular basis about their affiliated department and their duties, etc. (2) “i-Style Work”: This work style allows employees to work in a more flexible manner in accordance to their lifestyles, such as while raising children or providing nursing care (trial of a flextime system for employees in managerial positions, implementation of staggered work hours for employees in non-managerial positions).



## Hironobu Narisawa Mayor of Bunkyo City (Tokyo Metropolis)

### Challenge

*Hironobu Narisawa*

**Bunkyo City Women's Empowerment Principles Promoting Businesses Registration Project** We created a check sheet containing Bunkyo City's original perspective based on the Women's Empowerment Principles, which the UN Global Compact and UN Women jointly developed, to use it to register businesses that apply for registration aiming to promote the principles. (Bunkyo City's original initiatives): ① Creating a women's empowerment check sheet; ② Implementing a project targeting not only companies but also school corporations and others, ③ Designing disaster-preventive measures for businesses taking into consideration women's points of view



## Takeshi Niinami President, Suntory Holdings Limited

### Challenge

*Takeshi Niinami*

**Female Manager Forum Networking Meeting** Having passed the phase of supporting work life balance and improving environment for flexible workstyle, we will further accelerate the promotion of females in the workplace. As one way to do this, we are trying to establish a managerial pipeline. "Female Manager Forum" was held to trigger change in female manager's ways of thinking, and to enhance networking. In order to continue this network, "Female Manager Networking Secretary Association (the third term in this term)" was held. Female managers raised their hands not only to grow themselves, but to also strengthen networks and develop successors. Male executives also participate in the forum and exchange opinions.



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

### Challenge

SABURO NISHIURA

**Activities by the Project Team for Women's Participation and Advancement** In order to create an environment where women can work actively, the "Project Team for Women's Participation and Advancement" was launched in 2010 and has been implementing initiatives toward realizing career development. Major activities: (1) Creating a system for supporting the development of next generation employees (2) Offering lectures on career building once a year (3) Conducting regular exchanges of opinions (4) Conducting exchanges of opinions with executives



## Shojiro Nishio President, Osaka University

### Challenge

*Shojiro Nishio*

**"Live Locally, Grow Globally": The Empowerment and Development of Women in Research** Under an initiative for increasing diversity in research environments, our university joined with Daikin Industries, Ltd., and the National Institutes of Biomedical Innovation, Health, and Nutrition to create a system that cultivates an interest in research work, and offers diverse career paths for women researchers. Along with raising awareness and operational reforms, we hope to promote a research environment that maximizes the potential and inherent strength of all members of Osaka University at all stages of life.



## Hidenari Numata CEO, MUSEE PLATINUM Co., Ltd.

### Challenge

*H. Numata*

**Childcare support** Our company strives to prevent women from having to leave their job due to their life events, and to make it possible to continue working for a long period with a sense of reassurance. We also wish for these employees to serve as role models for the newly employed. The following objectives are being implemented for achieving these objectives. Shortened work hours for childcare (available from the time of pregnancy until the child graduates junior high school) Benefits for working mothers (fathers) (5,000 yen per month per child, and 10,000 yen from the third child onward, provided until the child reaches age 18)



## Akio Negishi President, Meiji Yasuda Life Insurance Company

### Challenge

*Akio Negishi*

**Fostering future female managerial staff members through "L-NEXT" program** The Company selects aspiring and capable female employees as candidates for managerial staff members, and registers them to the L-NEXT program offered by the Human Resources Department (1,855 employees registered in FY 2016). Through the L-NEXT program, the Company offers a variety of training programs including collective training, and the registered candidates can choose training programs which they are interested in. These training programs not only include short-term training in related departments but also in other companies. Registered candidates can apply to the training programs openly and have relevant job experiences, so that they can acquire wider perspectives and knowledge necessary for managerial staff members.



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

### Challenge

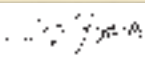
橋本雅博  
Masahiro Hashimoto

**Promoting women's role with the "Nadeshiko Plan"** We aim to bring vitality to our organization and improve the performance of each individual through our efforts to realize long lasting women empowerment. While achieving a better work-life balance, we offer opportunities for female workers who have the competence and passion for work. In particular, number of female candidates for future managerial positions are increasing through job rotations and training sessions which also can develop their job capacity. "Nadeshiko" is a pink flower symbolizes classic Japanese beauty.



## Yasuchika Hasegawa Director, Chairman of the Board, Takeda Pharmaceutical Company Ltd.

### Challenge



**"Hanamizuki"** We support "Hanamizuki", a bottom-up-style group of employees, which designs and implements measures for women's empowerment. In March 2016, the group held a company-wide awareness-raising event Takeda Women's Day under the theme "Let's discuss diversity", which saw the participation of many employees, including men. The CEOs and female executive officers from abroad also attended the event, and senior leaders emphasized the importance of Diversity & Inclusion (D&I).



## Keizo Hamada Governor of Kagawa Prefecture

### Challenge



### Advisers to Support the Advancement of Women's Participation and Work-Life Balance

We send advisers to companies within the prefecture to review their employment regulations, and to encourage the development of general employer action plans that are based on the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on Promotion of Women's Participation and Advancement in the Workplace, for the purpose of reducing the current long work hours and realizing optimal work-life balance. These efforts are helping to develop a positive workplace environment for their employees.



## Eiji Hayashida President and CEO, JFE Holdings, Inc.

### Challenge

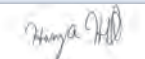


**Interviews with all female career-track employees** The Diversity Promotion Section was established in 2012. This Section serves as an easily approachable place for female employees to go to if they have any concerns. The members talk to female employees on a regular basis and listen to their worries and concerns, as well as to their opinions and requests towards the company. The opinions and comments gathered here are reflected in the training offered to the individual to support their career development, as well as toward giving diversity training to their superiors, and in enhancing various efforts made to improve the work-life balance support system.



## Harry A. Hill President & CEO, Oak Lawn Marketing, Inc.

### Challenge

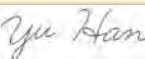


**SJ My Time System, our original flextime system** If an employee has completed his/her duties for the day and his/her monthly working hours exceed 120 hours, the SJ My Time System treats him/her as an employee who has worked for the conventionally designated working hours, and allows him/her to decide when he/she will attend and leave the company. This system enables employees to enrich their private lives by spending the spared working hours improving their skills or enjoying themselves with their family members, resulting in a virtuous cycle where they can give better performance. Giving priority to achievements per workload over per hour, we create a favorable environment and system so that employees can boost their own productivity regardless of gender, age or nationality.



## Yu Han President, COO, MARUHAN Corporation

### Challenge

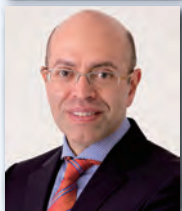


### Establishment of a Diversity Promotion Team at all Sales Departments throughout Japan

Diversity Promotion Teams were established at each Sales Department located throughout Japan, and the company is making progress to enable the implementation of various training programs and regular interviews with a focus on women, as well as the issuance of PR materials and awareness-raising communications, etc., on a voluntary basis. One of the results of such efforts, is that they persuaded the executives by their voice, and then, They have been able to create a store, where women able to participate actively and play a key role in its operations.



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



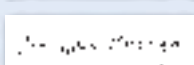
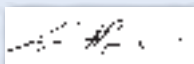
**Mario Stein** President, Consumer Company, Johnson & Johnson K.K.



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

**Challenge**

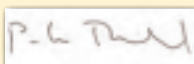
**Women's Leadership Initiative (WLI)** The WLI, sponsored by the board of presidents, is a group of 86 members who have responded to the open call in order to take the initiative in developing women's leadership. This group holds workshops that encourage participants to become aware of differences in views between each other through experience to facilitate communication and mutual understanding among them under the theme of "Be a Change Leader," unconscious bias training where WLI members serve as lecturers, study groups for discussing the subjects of women's career, support for men and women to sustain a work-life balance, workplace support, etc., and attitude surveys concerning diversity.



**Peter Fitzgerald** Managing Director, Google Japan

**Challenge**

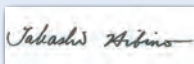
**Women Will "#HappyBackToWork" Campaign** The Google Women Will activity is being conducted in Japan to make use of technologies to help women find tips to solve the problems they face. The company has publicly solicited ideas that people in various positions can implement to help women keep their jobs after changes in their lives such as childbirth. The company intends to adopt the good ideas we have collected with supporting companies and organizations. More than 5,000 ideas have already been collected from users, and a total of more than 2,000 work style reform ideas have been adopted, with 1,000 companies participating in the initiative as supporters.



**Takashi Hibino** President and CEO, Daiwa Securities Group Inc.

**Challenge**

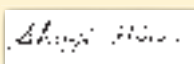
**Supporting women in career building** In 2005, we started our initiatives in supporting women playing active roles. We improved our support system for employees who work while raising children, and created an environment where female employees can continue working actively for a long time after marriage and childbirth. To accelerate women's contribution, we have offered career support training for female employees (Daiwa Woman's Forum) since FY2014. Recently, the number of female employees who attend various skill improvement training has tripled from FY2013.



**Shinji Hirai** Governor of Tottori Prefecture

**Challenge**

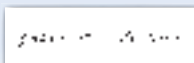
**The "Iku Boss" level of people in managerial positions are reflected in their personnel appraisals and bonus payment** In 2015, all employees in managerial positions made the "Iku Boss Declaration," and for the first time in any prefecture of Japan, our system was revised so that the personnel and bonus assessments will reflect the Iku Boss Level of those in managerial positions (paying attention to the domestic situation of the employees working for them, implementing a work-life balance for themselves, etc.). The results were actually reflected in the bonus payment of 30 employees.



**Yoshiro Hirai** President, ITOKI CORPORATION

**Challenge**

**Training on diversity and women's participation and advancement** From June to July 2016, training was conducted towards all employees in managerial positions, including executive officers, on the issue of diversity; in particular, with regards to women's participation and advancement. Efforts were also made to increase awareness on these issues by spreading information on our major in-house support structure, which includes the Childcare Support Handbook, Diversity Consultation Desk, and interviews to nurture employees who take childcare leave.





## Hajime Furuta Governor of Gifu Prefecture

### Challenge

**Recognition of Gifu Prefecture Excellent Childcare Supporting Companies** Gifu Prefecture has officially recognized 55 companies that provide pioneering models for other companies in terms of support for employees who are raising children and for female employees' greater contribution to society, as Gifu Prefecture Excellent Childcare Supporting Companies (hereinafter "Excellent Companies"). Some of these Excellent Companies are highly rated nationwide; for example, some have received the Prime Minister's commendation.



## Paul Yonamine General Manager, IBM Japan, Ltd.

### Challenge

**Efforts made by female executives in promoting support towards women's participation** A community to support women's participation, called the Japan Women's Council, was launched in 1998, to establish a framework for having female employees themselves consider and analyze the issues surrounding their careers, and make proposals to the company. This council played a significant role in changing the female employee's awareness and ways of working. Since this community produced major results in enhancing the percentage of employee retention and promotion of female employees to managerial positions, from 2012 onward, the company has been focusing on LGBT and persons with disabilities. However, this year, the company is planning to establish a community for women's participation and advancement that is in accordance to the country's initiatives, and that considers initiatives dealing with the development and promotion of women who are able to participate actively in the global environment.



## Atsushi Horiba Chairman, President & CEO, HORIBA, Ltd.

### Challenge

**HORIBA Stained Glass Project** • Using stained glass shining in diverse colors in a church as a metaphor of diversity, we encourage employees to deepen their understanding of the significance of diversity and reform their own work styles. Inside the company: We hold workshops and lectures to reform employee's mindsets. Themes: women's careers; childcare; long-term care; reform of work styles; etc. Outside the company: We provide employees with opportunities to learn about trends outside the company and consider their own career, attitude toward work, and team management, through lectures, seminars, and get-togethers outside the company, mainly targeting project members, female employees, and managerial employees.



## Kazuo Maeda President & CEO, MEC COMPANY LTD.

### Challenge

**Giving equal opportunities for active participation in the workplace, regardless of gender** Since our founding, our policy has been to give equal opportunities to all, regardless of gender, and to promote outstanding individuals. As such, we have been working on creating an environment that makes it easier for women to work in, such as by offering childcare leave and short work hours for childcare. As a result, although we have not established any quantitative goals on the promotion of women, as of September 30, 2016, the ratio of female employees is 29.6%, the ratio of women in managerial positions is 21.6%, and the ratio of female board members is 28.6%, demonstrating a high ratio of women in all areas.



## Seiichi Matsuo President of Nagoya University

### Challenge

**Promoting UN Women's HeForShe** Nagoya University has been selected as one of the world's 10 major universities in leading the UN Women's HeForShe for promoting gender equality around the world. To promote HeForShe, we have defined our commitments to ① establish a hub for promoting gender equality, ② increase the percentage of female faculty members and female senior positions to 20% by 2020, ③ promote gender equality through industry-academia-collaboration, and the 10 universities' common commitment to "make campus safer." We strive to fulfill these commitments.



## Yosuke Matsumoto CEO, LiB, Inc.

### Challenge

**Life career support program for career women** Since our foundation, we have implemented a comprehensive life career support program for career women. We offer services for career women so that they can live their everyday lives more positively in by offering LiBz CAREER, a membership job-switch support website, and LiBz PARTNERS, a job-switch support agency particularly targeting women who want to continue working. We help today's working women, who have many choices and worries, to choose flexible work styles according to immediate life events and enrich their days with work and private life.



## Kaz Matsuyama President & CEO, Sato Holdings Corporation

### Challenge

**Defining the ideal manager and assessing current and future talent** We believe it is necessary to define the role of management in order to empower motivated employees — men and women alike — to make the step up to managerial positions. With this in mind, we clearly set out the role and requirements for future SATO managers and conduct one-on-one interviews with all managers and managerial candidates to assess their aptitude and potential. We have individual training programs in place and are working to build a company-wide training scheme (FY 2016-18).



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

### Challenge

**Work Style Reform** Regardless of position or job type, all members of the NTT Group are encouraged to review their work styles and drastically reduce overtime work while making proactive use of remote work including working at home. This will make their work style more efficient, flexible and therefore suitable as employees of a leading company in the ICT industry. We are aware that reforms should not only target working styles, but also rest and vacation for employees. The company aims to provide workplaces where all members can feel free to take long vacations to feel refreshed, thereby continuing to work healthily and vibrantly.



## Zenji Miura President and CEO, Ricoh Company, Ltd.

### Challenge

**Activities to promote women's participation and advancement through a network of women in managerial positions (WING)** Activities have started from 2011 to realize the following three objectives: 1) Achieving self growth by learning from each other, broadening our perspectives, and through friendly competition; 2) Propagating and communicating the results to the people around us, and contributing towards the development of female employees coming after us; 3) Being the momentum for activation of the organization, enhancing corporate value, and developing new values. • There are currently about 100 female employees in managerial positions, but by conducting working activities in accordance to the issues, we are not only realizing mutually friendly competition while supporting the development of future female workers, but also implementing awareness building and revitalization activities towards the entire company.



## Taizo Mikazuki Governor of Shiga Prefecture

### Challenge

① **Initiatives based on iku-boss declaration;** ② **Training for female managerial staff members** ① All the heads of sections at the Shiga Prefectural Government, including the Governor, made an iku-boss declaration. (Iku-boss means bosses who consider their subordinates' and their own work-life balance while making great achievements.) The prefectural government as a whole implements initiatives in work style reform, including improving work efficiency, and revolutionizing their male staff members' mindsets to encourage them to take childcare leave. ② We must serve the residents of the prefecture with high aspirations, regardless of gender. Therefore, we offered training for female middle-class employees to support them in developing careers.



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

### Challenge

**Women's Leadership Program** In this half-year program, participants give insight into their own formative experiences, recognize their strengths and challenges in an objective manner, express what they want to achieve in words of their own, and work to become leaders to attain their goals. They will learn through having panel discussions with female executive officers, receiving coaching from the president of the company (two times), verbalizing and clarifying their own visions, and finally making presentations about their goals. A total of 47 women have participated in the program, and seven of them have been promoted to executive positions.



## Kazuyoshi Miyajima President, Representative Director, FANCL Corporation

### Challenge

**Supporting women in career building** We have broadened the range of senior positions and increased their scope for greater contribution, aiming to enable female employees who do not want to be in management to strive for senior positions by using their expert knowledge without giving up a better career. We have also introduced meister positions that enable female employees working at stores nationwide to serve as store manager and foster new employees using their expertise, aiming to provide them with greater opportunities to play active roles.



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

### Challenge

*Yoichi Miyamoto*

### Encouraging the management to reform their mindsets through fostering iku-boss

Every year, we grant the Iku-boss Award to employees who encourage their subordinates to pursue better private lives and careers while they themselves sustain a good life-work balance and take the initiative in reforming work styles through enhancing productivity and other measures. We share good practices selected from many entries through our in-house magazine and intranet, and hold an Iku-boss Seminar on the same day as the award-giving ceremony, to intensely reform the mindsets of the management.



## Tsugumasa Muraoka Governor of Yamaguchi Prefecture

### Challenge

*Tsugumasa Muraoka*

### Initiatives based on the Yamaguchi Prefecture Action Plan for the Promotion of Female Staff's Active Roles

Prior to the enforcement of the Act on the Promotion of Women's Contribution, we formulated the plan in March 2016. This plan has the two pillars of support for a good life-work balance and support for women's more active participation. In the realm of support for a good life-work balance, we will strive to encourage the reform of work styles, including the reduction of overtime work, and men's participation in childcare, while in the realm of support for women's more active participation we will strive to promote female employees for managerial positions, supporting them in career development.



## Masayoshi Mochizuki President, HONEST CO.LTD

### Challenge

*Masayoshi Mochizuki*

### Project to promote motivation, challenge, and well-being and work

A project was launched to have female employees themselves conduct multiple meetings to identify what they find motivating, see as a challenge, and gain satisfaction from in their lives and in their jobs, and to develop a framework that answers their findings. They are aiming to give shape to a project by the end of the year, and to have a system in operation from the beginning of 2017.



## Kiyoshi Morita President, National University Corporation Okayama University

### Challenge

*Kiyoshi Morita*

### Active promotion to higher level positions through the Post Up System, and the promotion of the active participation of outstanding female researchers through the WTT system

Efforts are being made to recruit female researchers, such as through the promotion of female researchers to upper level positions with the Post Up System, and through the WTT system, etc. Furthermore, we are also promoting the participation of outstanding female researchers by revising the system for appraising the activities of the faculty. As a foundation for realizing these efforts, we will work with joint research projects as well as domestic and international symposiums to build a structure that steadily fosters female researchers with comprehensive research abilities who are able to realize their full potential even when they hold upper-level positions, and strengthen our support system such as research support, counseling, mentoring, and continuous career development support.



## Yoshinori Yamaguchi Governor of Saga Prefecture

### Challenge

*Yoshinori Yamaguchi*

### Kyushu and Yamaguchi Campaign to Improve Work-Life Balance

Reports indicate that men living in Kyushu and Yamaguchi spend fewer hours doing household work and that their wives do about seven times more work than their husbands. In order to improve the situation, this campaign was launched by a collaboration between Kyushu and Yamaguchi Prefectures and the business community. Under the leadership of the Governor of Saga, three videos were posted on the Internet to promote better work-life balance, including one in which the governor himself had the virtual experience of being pregnant. These videos provided men, in particular managers who were unwilling to do household work or childcare, with opportunities to think about work-life balance, thereby promoting the creation of more parent-friendly workplaces.



## Osamu Yamada Mayor of TOKAI-Mura (Ibaraki Prefecture)

### Challenge

*Osamu Yamada*

### Encouraging continued work and good work-life balance

We encourage employees to continue working with us by expanding leave schemes for pregnant or parenting employees. We have our original schemes of ① eight-week leave before childbirth and ② leave for nursing children up to junior high school students.



## Keiji Yamada Governor of Kyoto Prefecture

### Challenge

*Keiji Yamada*

**Career development support** Young female employees have been actively dispatched to outside offices for the purpose of career development from an early stage. Also, in order to increase the number of policy proposals made from the perspective of women, the following initiatives have been implemented: giving support to local businesses by teams made up of female employees; promoting the development of proposals through the launch of a network that reach beyond job types and titles, developed for the purpose of conducting cross-sectional review of ideas and initiatives originating from women; and providing opportunities to study together and to network with female employees, etc. who are working actively in private companies.



## Yoshihito Yamada President and CEO, OMRON Corporation

### Challenge

*Y. Yamada*

**Participating in the Council of Male Leaders Promoting Women's Roles in Society** Promoting the active role of women is an important social issue facing Japan. At the same time, women are an indispensable part of the Omron pushing for diversity. The Council issued "Declaration on Action", and it closely resembles how Omron is supporting diversity in our company. Moving forward, I will continue to take opportunities to spread the message of diversity both inside our company and in public. I hope to help foster an environment in which every individual can exercise their own initiative and develop their own potential.



## Hidehiko Yuzaki Governor of Hiroshima Prefecture

### Challenge

**Promotion of iku-boss** We encourage the reform of the management's mindsets through the activities of the Iku-boss Alliance Hiroshima, established by Hiroshima-based corporate managers. We hold lectures for companies to teach them management skills in serving as iku-boss. We introduce the Iku-boss Manual that we created targeting managerial staff members at the prefectural government, and offer training for fostering iku-bosses.



## Yoshikazu Yokote President, POLA INC.

### Challenge

*Yoshikazu Yokote*

**Working to create a corporate climate that actively promotes the participation of women** Throughout our company, we have established clear goals for each department in terms of creating an appropriate work-life balance for our employees. As part of this strategy, we are striving to reduce overtime and encourage our employees to use their paid vacation days, while also requiring each department to set their own goals for ways to support women. The entire company is working together as a cohesive whole to create a corporate culture that allows women to actively participate and thrive. We are also offering additional support for those who work while raising children, such as conducting interviews with employees before and after childcare leave, offering career seminars for mothers returning to work after taking maternity leave, providing financial support for employees on leave to return to the workplace, and various other initiatives.



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

### Challenge

**Request for submission of declarations to take action as "Leaders in the Participation and Advancement of Women"** A new website to promote the participation and advancement of women in the workplace was launched in April, with a message from the top executive published on this site. Following this, in May of the same year, all branch managers made a declaration to take action toward realizing the participation and advancement of women. The declarations were shared during the branch managers' meeting, and published thereafter on the portal websites of each branch office. Furthermore, a request for submission of a "Declaration to Take Action for Women's Participation and Promotion" were sent out to postmasters holding executive positions, and the responses were also published on the portal site. Submissions came in from more than 2,000 postmasters.



## Koichiro Watanabe Representative Director, President, The Dai-ichi Life Insurance Company, Limited

### Challenge

*Koichiro Watanabe*

**Development programs for each stage of a female's career, designed for the early identification and development of female leaders.** Efforts are being made to foster female leaders by strengthening development programs at all levels, to accelerate and ensure the progression of women into leadership positions. Executives are committed to the development of female leaders, by offering the "Shacho Juku" [ meaning "President's Academy" ] hosted by top management and by having executives serve as mentors and sponsors. Furthermore, senior female leaders, led by female executive officers, have implemented a system to support and nurture high potential female talent in order to develop the next generation of female leaders. The entire company is striving to implement initiatives to realise the active participation and advancement of women in the workplace.

# Support the Declaration on Action

## How can you support the Declaration on Action?

### Step1 Register online

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

► [http://www.gender.go.jp/policy/sokushin/male\\_leaders3.html](http://www.gender.go.jp/policy/sokushin/male_leaders3.html)



### Step2 Share your support with others

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

## Links

- The Declaration on Action:  
[http://www.gender.go.jp/english\\_contents/mge/declaration/index.html](http://www.gender.go.jp/english_contents/mge/declaration/index.html)
- Work-life Balance for Men and Women:  
[http://www.gender.go.jp/english\\_contents/mge/wlb/index.html](http://www.gender.go.jp/english_contents/mge/wlb/index.html)
- The Male Champions of Change:  
<http://malechampionsofchange.com/>

