

Enlighten, Encourage, Empower.

**Work together
as a Group to exceed
customer expectations**



At Mitsubishi UFJ Financial Group, our vision for promoting diversity is "Enlighten, Encourage, Empower.—Work together as a Group to exceed customer expectations."

Everyone has his or her own way of thinking, living, and working. No one else is exactly like you in terms of gender, age, nationality, job duties, career experience, abilities and disabilities, and all the other things that make you who you are.

Once we can recognize and accept our individual differences, we can then make the most of our unique talents.

As the needs of our customers become increasingly diverse, we as a company also need to diversify our human resources. We need to be open to a diversity of views and approaches, enabling us to change with the times and continue to provide high-value services.

By making the most of our own diversity, our employees will find greater satisfaction in their jobs, which will lead to higher customer satisfaction. This will help our overall corporate profitability, and ultimately strengthen our company for the challenges ahead.

Making the most of diversity requires a sustained commitment. Our team will grow ever stronger when each individual is fully able to express their talents and achieve personal growth, thereby providing positive stimulus to those around them.

When we are able to work as a team to deliver services that exceed customer expectations, our customers will expect even more from us in the future. But we must continue to raise the bar, because the way we grow at MUFG is by continually surpassing customer expectations. And to achieve this goal, we will need to value—and continue to nurture—our diversity.

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Work together as a Group to exceed customer expectations

Mitsubishi UFJ Financial Group Diversity Report 2015

Mitsubishi UFJ Financial Group



The Positive Clash of Diverse Individuals Invigorates Society and Organizations

Group CEO Nobuyuki Hirano talks about the key requisites for promoting diversity and inclusion (D&I) at MUFG, and how best to pursue them.



Nobuyuki Hirano
President & Group CEO
Mitsubishi UFJ Financial Group, Inc.

Excellent middle management is key to promoting D&I

How should MUFG, as a major Japanese financial group, acknowledge diversity among group employees, and use it to enhance corporate dynamism?

Promoting D&I is often discussed in the context of social issues. It is true that Japan's population is aging and birthrates are declining, resulting in an insufficient workforce. However, I don't support the negative stance that D&I must be promoted to counteract adverse demographic trends. Instead, we should adopt a positive, proactive approach to promoting D&I because the passion, power and ingenuity generated by grouping people with different values together and encouraging a positive clash of viewpoints can become a forceful source of social, organizational and corporate dynamism. MUFG is

in itself a diverse group, made up of numerous companies all with their own individual cultures. A customer once said to me that it would be dull if all our securities company employees would lose some of their individuality. It suggests that our customers expect different things from different group companies. By encouraging D&I and a sense of unity under the MUFG group banner, we can offer more dynamic, highly creative services.

As working practices become increasingly diverse, how important is the role of middle management in encouraging everyone to work towards a common goal?

Senior management is responsible for setting corporate visions and strategies, but it is middle management and their teams who actually implement these policies. Each team member learns and grows by observing daily actions and decisions of middle managers. Therefore, the success of any team will be affected by how well middle managers themselves comprehend and harness the idea that D&I generates the fresh value, and whether they can convince all members that embracing the concept of D&I is a sure way to build future team strength. I have witnessed many instances when the success and achievements of similarly placed teams differ wildly depending on the degree of empathy and understanding of middle management. In that sense, the role of middle management is extremely important.



To get people to change their behavior, we have to alter their perception of things first. How do you think it can be achieved?

The first thing you need to ensure is a strong standard of communication in each workplace. Once an organization has clarified its overall stance, individual employees need to discuss that stance with the people around them in order to embrace any new ideas for themselves. If things are not going exactly to plan, employees need to discuss possible solutions. By talking things over together, we can change our perceptions. When we encouraged female employees to take

childcare leave so they could continue working after having children, some staff told me that the measure created a lot of problems because more women were taking leave and the company was not providing enough personnel to fill the gap. We took this on board and started thinking how we could resolve the problem by reviewing our staff assignment policy and renewing benefit program. You improve performance by analyzing the success of any action taken and resolving any subsequent issues. Diligently repeat this approach and, over time, you can encourage people to change the way they think about things.

Find the best working format for you as an individual

What do you expect employees to do to help promote D&I and make help MUFG achieve its goals?

First, I want everyone to have clear aspirations of their own. For instance, they should have a concrete idea of what they need to do to become a true professional in their individual field. I also want all employees to determine their own long-term life plan, and know what stages they need to go through to achieve their ultimate goal. Second, if employees want to change the way they work, I would encourage them to do it in small, realistic stages rather than one drastic leap. In other words, they could start looking at things they can change themselves, such as how they prioritize their work during the day, or how they divide up tasks and roles at home. I would like to see male employees take paternity leave, but they could start by taking a short leave of absence if they were more comfortable with that.

Each group company is at a different stage in terms of promoting D&I, but what should MUFG as a whole do to ensure consistent progress?

Each company's situation is different, so they cannot do exactly the same things at the same time, and shouldn't have to. What is important is that we all share the same core belief. Namely, the best way to secure future growth is to promote D&I and enable both employees and companies to develop their own vibrant individuality within the group framework. Indeed, it is vital, and necessary, for each business to develop its own individuality. It is also important that we all benefit from each company's specific skills and experience.

Let's get this straight!

Diversity and Inclusion (D&I): Its Cornerstones and Currents

Promoting D&I involves more than empowering women

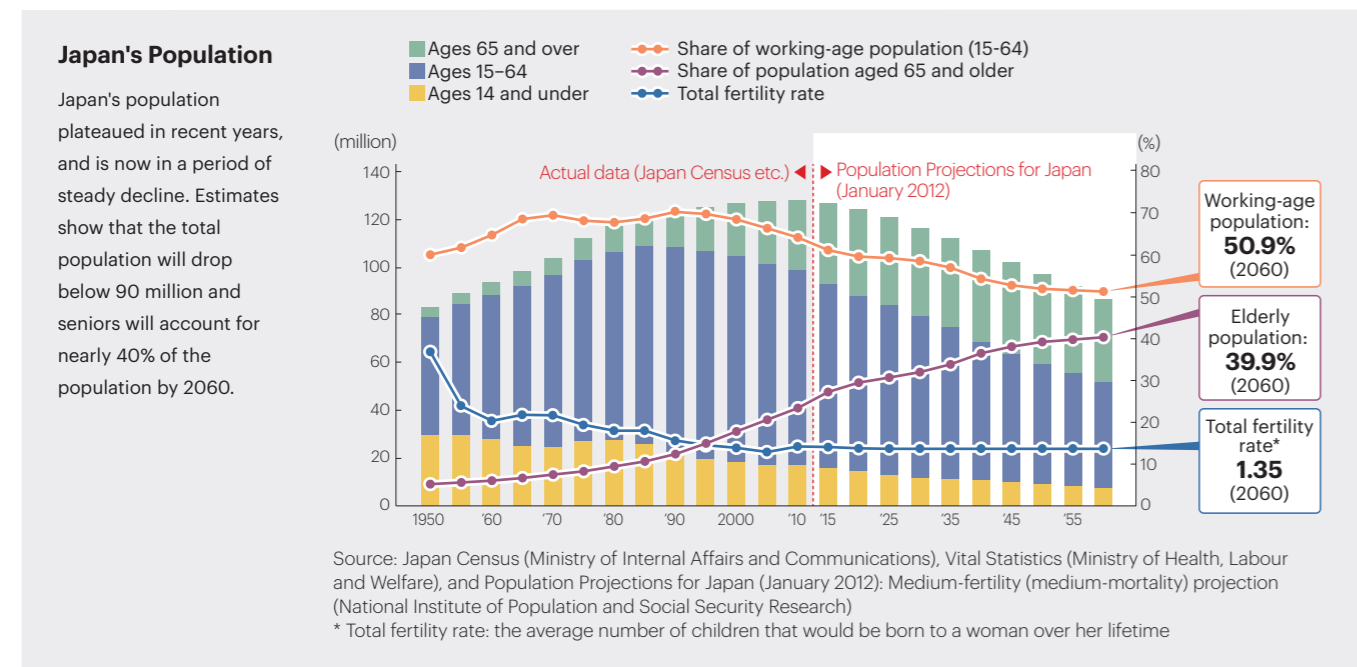
D&I: Accepting people's differences

The word "diversity" often appears in the news these days. Diversity and inclusion (D&I) in the workplace is about nurturing a climate and culture that embraces and celebrates individuality, and creating an environment where all people can use their individual skills to make a valuable contribution to the organization in which they work, regardless of physical or cultural differences.

Some people may think that promoting D&I is just about

creating equal opportunities for women. But gender is only one facet of human diversity, which also encompasses race and religion, ethnic background, nationality, culture, age, disabilities, values and lifestyle. In the workplace, promoting D&I not only involves improving opportunities for women, but also ensuring a good balance between employees' working and personal lives, and actively employing people with disabilities, senior citizens and people of various nationalities.

The impetus for D&I: Demographic issues and varied customer needs



The need for D&I in Japanese companies is being driven partly by the fact that Japan's birthrate is declining and its society aging. After hitting a peak of 128.08 million in 2008, Japan's population has declined steadily. Japan's working age population (15-64 years) in particular began shrinking in 1996, and labor will become increasingly scarce if this trend continues. As such, it is imperative to boost the workforce by creating new employment opportunities for women, senior citizens, and people with disabilities who want to work.

Companies have to be more flexible and offer high value-added services if they are to meet today's increasingly diverse customer needs. They can do that by encouraging more diverse personnel, ideas and actions within their organizations. A strong organization is one that embraces and exploits its diverse resources to the full, enthruses each and every one of its employee in their individual jobs, and ensures greater customer satisfaction and future profitability in the process.

Is the concept of D&I acknowledged in the country?

Government more positive on promoting D&I

Japan's Prime Minister Shinzo Abe has called for more women in the workforce as part of his Abenomics growth plan. In August 2015, Japan passed the Act for the Promotion of Women's Participation and Advancement in the Workplace. The Act requires companies with over 300 employees to create new action plans for encouraging more women into the workplace from April 1, 2016. That means that Japan's demographic issues and scarce workforce have triggered Japan's lawmakers to enshrine one of the core pillars of D&I, encouraging the participation of women in the workforce, into law. "Yukatsu" is another new government initiative in which working people are encouraged to make the most of light evenings by starting and finishing work earlier in the summer, and spending more time enjoying themselves. The measure is designed to help build a more balanced society in which working and non-working lives are given equal consideration.

The government is also promoting various schemes to encourage greater participation by non-Japanese personnel, encouraging more active employment of skilled foreign nationals and a review of the Technical Intern Training Program, as well as increasing the number of international students in education in Japan and helping them find further opportunities once they finish their studies. These measures suggest the nation is beginning to embrace D&I more positively.

The Ministry of Economy, Trade and Industry (METI) has offered annual Diversity Management Selection 100 awards since 2012. The awards are given to companies who promote innovation and improve productivity by enabling women, older employees, foreign nationals and people with disabilities to use their skills to the full. The Bank of Tokyo-Mitsubishi UFJ was selected for one such award in fiscal 2013.

The Act for the Promotion of Women's Participation and Advancement in the Workplace

National and local authorities and corporations with over 300 employees* must:

- (1) Pinpoint and analyze any issues that might hinder the active participation of women in their organization.
- (2) Create, submit, disseminate and make public action plans that incorporate appropriate numerical targets and measures to resolve these issues.
- (3) Disclose information on the participation of women in their organizations.

Companies with exemplary records both in terms of delivering their action plans and introducing effective measures to promote the participation of

women can apply for certification from the Minister of Health, Labor and Welfare. Successful companies can then display the certification mark on their products, etc.

*Small and medium-sized enterprises with 300 or less employees are requested but not obliged to make similar efforts.

Diversity Management Selection 100

In fiscal 2012, METI began giving Diversity Management Selection 100 awards to companies that successfully managed to boost corporate value through diversity management. From fiscal 2015, the New Diversity Management Selection 100 focuses on specific key priorities as part of a new phase in D&I promotion.



The private sector has many good examples of promoting D&I

Many companies began introducing their own measures to promote D&I well before the government-led initiatives were put in place. There are many different examples, but, to list a few, these include: companies that develop and innovate products from a woman's and mother's perspective; companies that offer systems and generous support facilities to encourage flexible work patterns; companies that pursue international business operations by actively employing foreign nationals; and companies that adopt English as their official corporate language in order to create a more comfortable and practical working environment for experienced international personnel.

Reference (right-hand page)
 A special homepage on the Act of Promotion of Women's Participation and Advancement in the Workplace
 Website of Public Relations Office, the Government of Japan
 Website of Japan's Ministry of Economy, Trade and Industry
 Japan Revitalization Strategy revised in 2015, the Headquarters for Japan's Economic Revitalization
 IkuBoss Project, Fathering Japan (NPO)

D&I all around us

D&I is being firmly embraced in our society as well. Most people are already familiar the term "iku-men" used to describe men who enjoy childrearing. Now, the term "iku-boss" is coming on the radar to describe senior managers who think carefully about subordinates' work-life balance and offer professional and personal support, while all the time ensuring the organization is successful and enjoying their own work and personal lives. In future, this term will like refer to female as well as male bosses as more women move into senior management roles.

This shows that people in general are firmly embracing D&I. It is imperative that each and every one of us understands the importance of D&I and actively promotes it in order to respond adequately to today's social demands and ensure future corporate growth.

D&I Roundtable



Miyuki Saeki

General Manager, Diversity Office
Human Resources Division
Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.

Yukinori Shimoguchi

Senior Deputy General Manager, Personnel Division
Mitsubishi UFJ Trust and Banking Corporation

Hiroko Takahashi

General Manager, Diversity & Inclusion Office
Human Resources Division
The Bank of Tokyo-Mitsubishi UFJ, Ltd.

Each MUFG company is at a different stage in terms of its programs and progress for promoting diversity and inclusion (D&I). We asked those responsible for diversity promotion at three group companies to sit down together and discuss the types of measures they are introducing, and how MUFG as a group can best encourage D&I.

THEME 1

Group company efforts to promote D&I From empowering women to a wider scope

While you all belong to the MUFG, you are each taking different approaches to promoting D&I. Can you tell us about your individual programs?

Saeki: Many employees at Mitsubishi UFJ Morgan Stanley Securities (MUMSS) think promoting D&I is all about empowering women. So we spend a fair bit of time informing employees that D&I is really about respecting and embracing individual differences, and actively encouraging those differences so that they can use their individual skills to the full.

Shimoguchi: Back in 1972, Mitsubishi UFJ Trust and Banking (MUTB) introduced a three-year childcare leave well ahead of other financial institutions. In 2006, our company introduced its comprehensive Work-Life Balance 10, which enables employees to work to the best of their ability during different stages of their life, such as when they get married and have children.

Takahashi: The Bank of Tokyo-Mitsubishi UFJ (BTMU) has an employee working group called "The Working Group on Diversity & Inclusion." Empowering women used to be the working group's main topic, but now it decides a broader range

of themes based on what members are concerned about. It then collects different views from a large number of employees on a specific topic, pinpoints key problems in that area, and ultimately makes suggestions for improvements to the executive officer and general manager of the human resources. The working group's activities are also introduced on the bank's internal website.

Shimoguchi: The Work-Life Balance 10 initiative that I mentioned earlier is well regarded both inside and outside the company, but having a system framework in place is not enough to really empower women. We also need to make sure women feel they really want to do their best in our company. In addition, while we want women to aim to climb the corporate ladder, various life events may often hinder those plans. We know we have to encourage women more to ensure that doesn't happen, and, to that aim, we set up the Women's CAFE in 2014. Several times a year, the event will invite female general managers of our branches and female senior managers to meet with groups of around 15 female employees and talk about how they personally build their career, or balance work and bringing up the kids.

Participants often tell us these group discussions help dispel their concerns about the future.

Saeki: We at MUMSS are pursuing a similar initiative called the Evolution Forum. In March and June 2015, a total of about 200 management-track female employees got together for some networking and to improve awareness of the qualities and drive required as a leader of next-generation female employees. The events opened with a speech by a female outside director and panel discussion featuring persons appointed to managerial positions. Then the participants were split up into groups to discuss what they could do tomorrow to exert leadership, and a representative of each group would then announce their plan of

action to the whole assembly. The presentations were really wonderful and the executive officers who attended the events were also very impressed. At the end, the female employees got the chance to mix with executive officers and this helped boost motivation. Afterwards, many of the participants said they felt much more optimistic and enthusiastic about their future in the company. We also issue our booklet "evolution" twice a year to help nurture the right climate within our company. The magazine includes features on a broad range of D&I-related themes, from D&I in general to empowering women and achieving a good work-life balance. Our post-issue surveys revealed that different employees were interested in very different things.

THEME 2

Group-driven D&I

Boosting awareness among middle management a common theme

Do any of you have any opinions, questions or suggestions about initiatives that other group companies are pursuing?

Takahashi: I would love to take part in the Women's CAFE event.

Shimoguchi: We'd love to have you as a speaker. It is an informal roundtable discussion, so you can talk freely about your experiences. You mentioned network building earlier. If MUFG adopted that initiative, it could really help employees get to know and support each other across the group.

Takahashi: Yes, it would, especially because there are probably many different working styles and patterns in each group company.

Shimoguchi: Ms. Takahashi, you mentioned that D&I is not just about empowering women, so which area do you want to focus on most going forward?

Takahashi: One area is nursing care. In June 2015, we conducted a fact-finding survey and discovered that most employees were concerned about the lack of information on what is all about nursing care. Many are worried that they might have no choice but to resign when their family need nursing care. We need to provide information about the various systems on offer. We also need to review our benefit programs based on the opinions of those who are actually using them.

Saeki: We felt the same way and so we held a seminar on nursing care in November 2015. We were struck by the high level of interest and the strong response to the seminar, with some employees wishing they had asked for information earlier and others asking for repeat seminars.

Shimoguchi: We have also broadened the focus of D&I from empowering women and we are now focusing on creating a



clear D&I framework because, ultimately, if we don't embrace diversity, our company won't be able to survive. I want to use all of your activities to help us work out the best way to impress on employees and staff the need for and importance of D&I.

Saeki: Given we are all part of the same group, I think we should incorporate the best approaches from each company to make own activities more powerful and effective. For instance, BTMU held Kagaya Kids' Day when children could go and see their parent's work place for themselves.

Shimoguchi: We at MUTB also holds a Children's Visiting Day, and it is really popular.

Saeki: That seems like a good way to boost broader communication among colleagues that work closely together because they get to see each other's families and learn a little bit more about each other's lives outside work.

Shimoguchi: As for empowering women, the immediate issue lies not in convincing women to advance in the workforce, but in ensuring their superiors and colleagues understand just how vital this participation is. More women are being promoted to chief manager and higher, but the majority of their superiors are men

Diversity Roundtable

brought up in an environment with few female managers. Convincing them is the challenge.

Saeki: We also believe promoting understanding of importance of D&I among middle management is key. General managers hear more about appointing and training female employees and we offer seminars to ensure this is done effectively. Most female employees have been motivated gradually as a result of training programs for them. Now, we should do something to help chief managers who are immediate supervisors of female employees understand the need of empowering women.



Takahashi: We also believe convincing middle management is a big issue. By the way, have you all heard of the term "iku-boss"?

Shimoguchi: We hear that term a lot lately.

Takahashi: It refers to a boss who values the private lives of all subordinates, not only those bringing up children, and also his/her own private life. On top of that, an iku-boss also instills in staff the need to achieve business targets and contribute to the organization they work for. Of course, this is an ideal, but I feel people are talking about iku-boss so much, and generally agreeing with the concept because they now understand D&I is something we must promote together.

Saeki: All three companies are facing the same issues, so it would be good if we could hold group training seminars and work on activities together.

Takahashi: It might be a good idea to get middle management from each company to attend a forum together.

Shimoguchi: This roundtable has helped me to see many ways in which we could work together as a group. We just need to work out how to make it happen.

PICK UP! D&I

CASE 1 The Bank of Tokyo-Mitsubishi UFJ (BTMU)

Setting numerical targets

BTMU set a new target in April 2015 to help women build careers. While increasing number of new female employees in managerial positions, it is working to further expand areas of appointment in corporate banking offices, global offices and Headquarters management positions.

	March 2018 Target
Executive Officers	One or more
General Managers	6%
Chief/Senior Managers	14%
Ratio of women in senior positions	22%

CASE 3 Mitsubishi UFJ Morgan Stanley Securities (MUMSS)

Booklet "evolution"

Bi-annual special booklet on D&I offers a rich range of interviews, roundtable discussions, surveys and other contents designed to promote understanding among executives and employees promoting D&I is vital to future corporate progress. Features include, "Our Diversity", "Career Building for Women", "Work-life Balance" and "Do We Need Diversity?"



CASE 5 The Bank of Tokyo-Mitsubishi UFJ (BTMU)

Booklet "HUG-kumu"--From Daddy babysitter to key child raising starting member

BTMU published a booklet on childrearing for men in October 2014. It introduces experiences of men who took childcare leave on its intranet. In fiscal 2014, 211 male employees took short-term childcare leave.



CASE 2 Mitsubishi UFJ Trust and Banking (MUTB)

Women's CAFE

Senior female colleagues get together with other women in the office for a roundtable discussion to talk about building a career and bringing up children. Helps women dispel concerns about the future and build a network of female colleagues.



CASE 4 Mitsubishi UFJ Trust and Banking (MUTB)

Smart Work Project

MUTB held town meetings in April and May 2015. Recommendations were treated as company-wide issues and systematically incorporated into proposals for improvements. It started actions with the aim of improving productivity and reducing long working hours.



CASE 6 Mitsubishi UFJ NICOS (MUN)

Family Visit Day

MUN invites employees' families to come and visit the workplace. Tours of the workplace and card gallery, and exchange of business cards are all designed to cultivate understanding of the companies in which family members work.



MUFG Global Diversity Forum 2015

MUFG Global Diversity Forum 2015 (Tokyo, Nagoya and Osaka, September 8-11):

A great example of group-oriented efforts to promote diversity and mutual respect.

The MUFG Global Diversity Forum provides a venue for employees from across the MUFG to get together with the GRTP* and J-LEP* trainees from the Bank of Tokyo-Mitsubishi UFJ (BTMU) to discuss ideas and suggestions for promoting diversity. Approximately 200 employees attended forums held in Tokyo, Nagoya and Osaka.

Directed by Yvonne Corpuz, Global Chief Learning Officer, Global Human Resources Office, the Bank of Tokyo-Mitsubishi UFJ, forum participants took part in two group activities and then presented the results. The groups were tasked with finding a new planet suitable for human habitation, and the first activity involved selecting a reconnaissance team to investigate the new planet.

Each group first had to discuss and select six team members from a list of 12 select candidates of varying age, sex, nationality, profession and character. The candidates all had different strengths, weaknesses and expertise. The staff, most who were meeting for the first time, had to decide who to select and why, explain their reasons clearly to other members of the group, and help persuade others in order to agree a final six-member team. Each group then laid out their final six choices on the table and compared them with other groups. Though each group used

different selection methods, the final team members were actually surprisingly similar, and participants often readily agreed with other teams' reasons for their selection once they were explained. All of this suggests that there are clear common denominators, even with diversity.

The second activity involved setting three rules to help maximize the individual skills and contribution of the six reconnaissance team members. Each group discussed ideas and then reported them to the entire forum. Yvonne Corpuz helped clarify the necessary processes each team had to go through to achieve their aim by quizzing them on why they picked a certain rule, and complimenting them on any constructive thoughts and suggestions.

Yvonne Corpuz closed the forum with some valuable feedback, and stressed the importance of recognizing and rewarding diversity, and channeling that diversity into future strength. The forum certainly helped many of the participants experience firsthand just how important diversity is.

*GRTP: Global Rotation Training Program. A program that provides locally hired staff with opportunities for on-the-job training in other countries and regions.

*J-LEP: Japanese Language Education Program. Japanese language courses at a university and in-house on-the-job training opportunities for locally hired staff.

Participant feedback

Very worthwhile. I got to speak in English with people of different ages and nationalities from various MUFG companies.

I learned how to build a consensus among people from various backgrounds by working towards a common goal.

There are many different approaches to making decisions and creating rules.



Staff from various companies, countries and age groups discuss together in groups

Acknowledging and Embracing Diversity

Eight employees from four group companies talk to us about their working lives. They might not have heard of the word “diversity,” but they know how important it is to embrace a variety of opinions, backgrounds and working styles.



Kousuke Toyokuni

Manager
Credit Strategy Dept.
Credit Portfolio Management Office
Corporate Business Planning Division
The Bank of Tokyo-Mitsubishi UFJ, Ltd.
(Joined the bank in 2003)

Took 10-day childcare leave in 2012.
Husband and wife both work. Second child born in 2015.

**It's important to help each other.
People helped me. Now it's my turn.**

I took a 10-day childcare leave when my child had influenza and couldn't go to day care. My colleagues took over some of my work for me, which was a great help. It's really important that team members help each other out. It'll be my turn to help next.



Akiko Nakagawa

Financial Institutions Division
Mitsubishi UFJ Trust and
Banking Corporation
(Joined the company in 2012)

I field enquiries from regional banks on a variety of business from pensions to securities agents, real estate and trusts. Supporting senior colleagues is also an important part of my job.

I'm willing to offer to help anyone who seems really busy.

I am the youngest in the team and have less number of customers. So I often look to see if I can help others with things they haven't been able to get around to doing. I'm happy when they thank me for noticing even small things I can do to help.



Kaori Yamada

Contact-Office Center
Nagoya Corporate Banking
Business Promotion Division
The Bank of Tokyo-Mitsubishi UFJ, Ltd.
(Joined the bank in 2012)

I used to work in imported car sales. Now I act as a link between corporate sales people and operators in a call center staffed mainly by women.

Be truthful about yourself, and support each other.

I am always looking at what I can do to make it easier for managers and staff to do their jobs. I have problems with my legs so I was nervous when I first joined, but I told people the things I couldn't do well so I didn't have any problems. I work in a great, supportive team.



Masaru Matsushita

Chief Manager
Domestic Branches
Mitsubishi UFJ Trust and
Banking Corporation
(Joined the company in 1999)

Over the past two years, I have managed a diverse team of 10, including full-time and temporary staff, men, woman and staff on maternity leave.

Managers have a responsibility to help staff lead a fulfilling life and look after their families.

I was told part of my role as a manager would be help staff lead fulfilling professional and personal lives. I want my staff to value both their jobs and their families. We work as a team, so we need to support each other in difficult times. That's why I am so passionate about team building.



Rilegu WU

Investment Research &
Information Dept.
Investment Research &
Information Division
Mitsubishi UFJ Morgan Stanley
Securities Co., Ltd.
(Joined the company in 2014)

Born in Mongolia, I joined the company as a postgraduate from a Japanese university. I transferred here after working in a branch. I speak Japanese, English, Chinese and Mongolian.

**If I get nervous writing reports in Japanese,
I ask for help straight away.**

I write reports on different businesses and stock price trends, but sometimes I struggle to get the right nuance across in Japanese. My senior colleagues encouraged me to seek advice, and so now I always discuss and check things first. They help me out a lot.



Masahiro Sawamoto

Chief Manager
Customers Center
Mitsubishi UFJ NICOS Co., Ltd.
(Joined the company in 1992)

I manage a team of 100 people, 90% of whom are women employed as regular or non-regular employees.

Discussing ideas and addressing problems highlighted by staff is a top priority.

Each of my 100 staff has different personal situations and professional aspirations. Their different ideas and plans help us work cohesively and effectively as a team. It is my job to ensure staff can tackle their work independently, and to deal with any problems promptly and earnestly.



Tomoha Sunaga

Manager
Revenue and Cost Management Group
Business Planning Department
Mitsubishi UFJ NICOS Co., Ltd.
(Joined the company in 2007)

I worked in the sales and head office planning departments, and have just been promoted to manager.

I hope to see more women in the workplace who are married with children.

You often hear about strong professional women in the media, and I would like to see more vibrant working women here also. I learn a lot from some amazing senior colleagues who successfully juggle their jobs with bringing up children, because they get their work done efficiently within limited working hours.



Masako Watanabe

Senior Manager
Administration Dept.
MUFG Collaboration Division
Mitsubishi UFJ Morgan Stanley
Securities Co., Ltd.
(Joined the company in 1991)

I was assigned to BTMU for nine years. Now back in MUMSS, I work directly with MUFG in MUFG Collaboration Division. I have a 13-year old child.

After nine years as a banker, I can see the job from both sides.

I wasn't sure about it when I was first assigned to the bank, but, after nine year, I felt like a banker. When I returned to MUMSS 18 months ago, I worked as the counterparty to my former section at the bank. I can see both perspectives and get the job done smoothly.

*Job titles and affiliations of interviewees are as January 2016.

Google Inc.

Google is considered one of the best places to work in Japan and the United States. But what are its good points, and how does Google view diversity? We discussed these topics with Keiko Hirayama and Yusuke Yamamoto, who are both involved in Google's Women Will project to support the social advancement of women.



Diversity breeds innovation

How do company employees view diversity?

Hirayama: We all believe fundamentally in the view that diversity breeds innovation. User ideas and tastes are increasingly diverse these days, and we believe encouraging employees with a diverse range of ideas, cultures and opinions is key to developing better products and services.

With so many different views on the table, can things get out of control?

Hirayama: We work on the premise that, as long as everyone is aware of what is right for our users and the project goal, we will be able to drive a consensus and ultimately agree on the best way forward.

How do you maintain a healthy level of diversity?

Hirayama: We take great care to create the right in-house working environment. We also conduct various programs with external partners to nurture engineers and professionals who can lead Google into the next generation and maintain our strong commitment to diversity. For instance, we encourage women and employees from minority groups to actively participate in order to create an unbiased, universal working environment. We also hold training seminars to raise



awareness of unconscious bias,* using real potential situations such as, "What would you do if one of your staff came to you and told you they were LGBT (lesbian, gay, bisexual, and transgender) and they wanted to tell the other team members?"

Yamamoto: At Google, everything revolves around the premise that we should focus on what is said and what is right, not who said it. In reality, it can be hard to ignore the "who said it" element, so, as an organization, it is important to remove that bias from the outset.

What kind of presence do Google managers have?

Hirayama: Basically, Google managers are not only concerned with team members' work, but also with ensuring members are happy in their personal lives, and that includes their families. To help maintain a healthy work-life balance, our managers have a fairly good idea of team members' personal details, such as how many children they have, when their next child is going to be born and when children enter primary school.

Yamamoto: The role of a manager is to use vision to guide team members towards a common goal. For example, if the marketing team's vision is for Google to become an indispensable partner in users' everyday lives, that makes it easier, and ultimately more satisfying, for team members to work towards that specific goal. In fact, it would be impossible to rally members without a strong vision, precisely because they come from such diverse backgrounds. At Google, we all understand the fundamental need for strong vision, a diverse workforce and a cohesive culture that can channel diversity effectively.

*Unconscious bias: Preconceived ideas and prejudices that could unwittingly influence decisions and actions

Technology revolutionizes the way we work

What is your Women Will project all about?

Hirayama: This project is all about using technology to build more flexible working patterns, and to create a society in which both women and men can work more easily. For instance, female and male employees at Google can work from home if their child suddenly develops a temperature. If Japanese society and other companies adopted a similar practice, it would make so many people's working lives more flexible. The project is called Women Will, but the ultimate aim is to change the way that both women and men work.

Yamamoto: We established a joint research project with multiple firms called the Consortium to Determine Future Working Patterns to ascertain effective concrete initiatives that could change the way we work, and the steps required to achieve this. We have since compiled the Working Pattern Playbook, which lists various issues highlighted by individual companies, concrete measures taken to resolve them, assessments of their efficacy and overall knowledge gained. We also have our Happy Back to Work initiative that helps women reenter the workforce after a temporary absence to have children or for other reasons. The initiative doesn't target the women themselves, but collects ideas on what surrounding parties can do to make it easier for women to work, from company colleagues and superiors to personnel departments, families, local communities and society at large. We are expanding the initiative's practical reach with the help of local support companies and groups.

What about your Women@Google internal networking group?

Hirayama: The main purpose of Women@Google is community building, both inside and outside the company. It helps strengthen connections between female employees working at Google, enables women to feel that they have



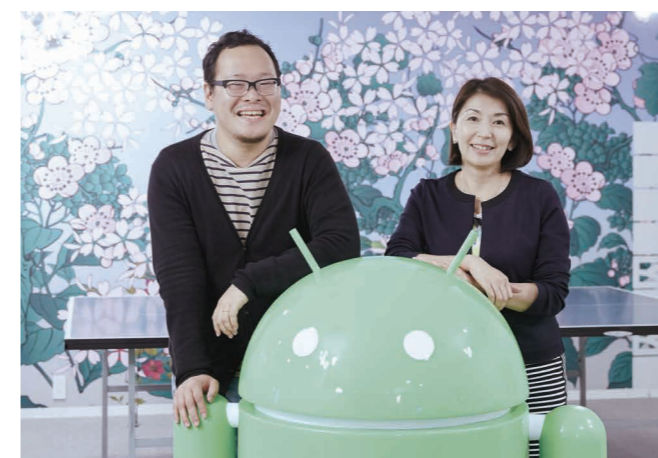
Women Will homepage

plenty of good role models close at hand, and helps women develop leadership capabilities. Some female engineers at Google headquarters started the group, which has now gone global. The core members hold a committee meeting once a month to plan talks, lunch sessions and various other events. The group is driven mainly by women, but male employees do attend some of the events.

What do you think makes Google such a great place to work?

Yamamoto: People love the breezy, open atmosphere, but one of the biggest draws is that Google recognizes each individual, and doesn't constrain workers to stereotypical working patterns. That's probably because, even if it amassed a wealth of diverse individuals, any organization would become stereotypical if it forced employees to work in a stereotypical fashion.

Hirayama: It is so much easier to do a job with a clear set of priorities. In the Japanese company I used to work for, we had so much work because the company would forge ahead with any good projects that came its way. It is great to be able to focus fully on what is really necessary right now.



Google Inc

Established in 1998, Google is a multinational technology company that aspires to organize global information for people all over the world to access and use. The company specializes in internet-related services and products, including Search, Gmail, Google maps, YouTube, Google+ and Android.

Left: Yusuke Yamamoto
Brand Marketing Manager
Women Will Project Lead

Right: Keiko Hirayama
Head of Brand and Search Marketing
Women Will Project Lead



Observer's Comment

A diverse team grows stronger when members can act autonomously toward a shared vision.

Michael Leitch

Michael Leitch is a New Zealand-born Japanese citizen and professional rugby player with international experience.

We asked him how he captained a diverse Japan team to a stunning victory at the 2015 Rugby World Cup.

What goals and team aspirations did you set as Japan captain for the 2015 World Cup?

In terms of rankings, to be in the top eight. And to generate excitement, to build a winning culture, and to change Japanese rugby history. These were all goals I set with the vice-captains and former captain. To accomplish these goals, we gave each player more autonomy to direct the team's movements. Many teams in Japan are strictly hierarchical: you do what the person above you says, no questions asked. We thought it was important for our players to think about why we do things, and to talk with the coach about it.

How did you give individual players more autonomy?

At first I thought I would do everything myself as captain. But that got in the way of my own plays. So then I appointed leaders below me and gave each of them responsibilities over certain aspects of the match, such as attacking, defense, and scrums. If, for example, I looked at the team and felt something was wrong with our attack, I would give instructions to the attack leader. That's how we organized the team, and before long each player developed the ability to think for himself and take responsibility for his decisions, and we grew as a team. The Japan team is like a clock. In terms of physique, our players are noticeably weaker and smaller than the players of other national teams. We can't win unless each and every player clearly understands his role and gives everything he has to executing that role—in the same way a clock stops working when just one part breaks.

What kind of role should leaders take on a team?

I think the most important thing as a leader is showing that you're doing everything you can. It's also important to appoint lots of leaders under you so everyone has a sense that they are responsible for something. When times are tough you just stand tall and do your best. The ideal leader is one everyone can count on. At the World Cup game against South Africa, we won the match in an upset by going for a try instead of a penalty kick. Making the decision in that kind of scenario is the leader's job. Of course, it's a tough decision so you talk with the other players. But a draw wasn't an option that time. Actually, Eddie Jones, the head coach at the time, flipped out over my decision and kicked a chair. When I asked him afterward, though, he seemed pleased. He told me, "I'm glad you've become a leader who can make his own decisions."

What challenges did you face uniting a team of diverse players, with different ethnicities, languages, and overseas experience?

We had well-defined goals at the World Cup. Everyone understood what we had to do to win. So I didn't have much trouble uniting the team. The best thing was that the team had plenty of issues to resolve. The desire to overcome them was what brought us together. Diverse teams are more flexible and have a broader perspective. Members learn a lot from each other. And that creates strength for the team. But make no mistake: Diversity does not mean everyone doing their own thing. Strength in diversity comes from the coach having a clear vision, and the players believing in that vision. If there are varying opinions about that vision, then you talk it out. Not everyone ends up happy, of course, but as long as members have an opportunity to express their opinion, they have no reason to complain. If they are convinced that the thing they disagree with is truly needed to win, players will put themselves on the line for a team victory.

Profile: Japan national rugby union team captain. Member of Top League team Toshiba Brave Lupus. Born in New Zealand in 1988. At age 15 studied abroad at the Sapporo Yamanote Senior High School, and thereafter at Tokai University's School of Physical Education. His tenure as captain of Japan's U20 team in sophomore year led to his being chosen Japan team player for the 2011 World Cup in his home country of New Zealand. Married a Japanese woman in 2012 and acquired Japanese citizenship on July 25, 2013. Became Japan team captain in April 2014. Also played on the Chiefs, a championship-winning Super Rugby team based in New Zealand, in 2015.

